


In Two Parts—Part I

Sales Management

THE MAGAZINE OF MARKETING



Alexander Botts . . . Page 24
Why I Made Him a Salesman

BY WILLIAM HAZLETT UPSON

Earthworm

**A
BILL
BROTHERS
PUBLICATION**

FIFTY CENTS

APRIL • 1 • 1953

*"House Beautiful most
valuable...MASLAND DURAN sales
have increased over 1500% since
1947,"*

*writes the Sales Manager of
The Masland Durable Leather Company*

Read the rest of his letter! The last
paragraph is of particular interest.



This is Mr. J. A. Shadle, Sales Manager
of The Masland Durable Leather Company,
Philadelphia, Pa.

If you want big sales increases,
be a REGULAR
House Beautiful advertiser!

THE MASLAND DURALEATHER CO.

AMBER AND WILLARD STREETS

PHILADELPHIA 34, PA.

February 9, 1953

Mr. Richard A. Hoefer, Publisher
HOUSE BEAUTIFUL MAGAZINE
572 Madison Avenue
New York, N.Y.

Dear Mr. Hoefer:

We are now in our seventh year as HOUSE BEAUTIFUL
advertisers.

Needless to say, our plans will continue to include
HOUSE BEAUTIFUL which we believe is most valuable in
supporting the sale of Masland DURAN all-plastic
upholstery.

At the outset we felt that HOUSE BEAUTIFUL would give
us more in consumer and dealer impact per dollar spent
than any other magazine in our market. We were right!
Proof of the effectiveness of our advertising and mer-
chandising program, in which HOUSE BEAUTIFUL plays an
important part, is the fact that DURAN sales have in-
creased over 1500% since 1947.

We know we reach a quality-conscious audience through
HOUSE BEAUTIFUL. We know we reach fashion-conscious
dealers through HOUSE BEAUTIFUL. We know from experi-
ence that your theme, "HOUSE BEAUTIFUL sells both
sides of the counter" is not fiction - it's fact!

And, Mr. Hoefer...this year we have spent thousands of
dollars in merchandising our HOUSE BEAUTIFUL program
to our dealers. We spent this money because we knew
it would pay off in increased sales of our product.

Very cordially yours,

THE MASLAND DURALEATHER COMPANY

J. A. Shadle
J. A. Shadle
Sales Manager

JAS/s

masland



- delivers most sales action per copy
- sells both sides of the counter

House Beautiful

572 Madison Avenue, New York 22, N. Y.



TRY IT, MISTER... JUST ONCE!

Go ahead . . . give your wife a day off. Then, put on an apron and go to work . . .

Cook the meals, dress the children, make the beds, rattle the laundry, clean the house, do the shopping . . .

You'll get a pretty good idea of the size and special problems of a homemaker's job.

How do women ever handle it?

Over 4,400,000 women buy McCall's Magazine every month for the "how to" and "what with" information they need to care for their homes, their families and themselves.

And, as they get ideas from McCall's editorial pages they become pre-sold on the kinds of products they find in its advertising pages.

There is no more effective or economical way of selling to women.

... OVER
4,400,000 CIRCULATION

McCall's



good fishing*



If you're fishing for ways and means to make your direct mail more attractive and more effective, call James Gray, Inc.

We've learned, in thirty-four years, exactly what bait your mailadvertising needs to lure more business, more sales, for you.



Best of all, you needn't cast around for service when you call James Gray, Inc. Because we are direct mail specialists, we'll attend to all the phases of any assignment . . . from the ideas that spark your sales campaign right through to final distribution. One call brings you complete facilities for lithography, printing, letter production and mailing.



Get economical, efficient service for all direct mail needs . . . get on the line to James Gray, Inc.

*Ask us how we help The Epicures' Club hook a mail selling success.



216 East 45th St.
New York 17, N. Y.
MUrray Hill 2-9000

lettercraftsmen
lithographers
printers

Sales Management

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**Your new equipment,
parts, materials are well on the
way to sales when introduced
in Industrial Equipment News.**

A recent study of 200 product introductions shows that faulty market finding wastes many millions.

Here's a plan that can't miss in establishing a sound new industrial product:

Tell our editor, Bill Irish, about it.

| | |
|----------------------|-----------------------|
| What is it? | What is it made of? |
| How does it work? | What does it measure? |
| How much will it do? | What does it cost? |

Send him a good picture of your product and answer these questions.

You will see your product fully described and illustrated in an early issue of IEN. And so will 62,000 top buying and specifying officials in most of the active, best rated firms throughout all industries. At the cost of one small cut.

Sales Follow-Through
at Low Cost




After Bill Irish has broken the ice for you, you can consolidate your gains for 12 months at a cost of \$1,800. That's right—only \$1,800!

IEN's special approach to finding and selling markets at one low cost has earned for IEN the most display ads per issue in any monthly, weekly or daily business paper.

TO HELP YOU SELL, ASK FOR:

1. The IEN Plan ☐
2. How to write a product news release ☐
3. How to prepare the most productive ads ☐
4. How to cash in on inquiries ☐
5. NIAA Report ☐
6. CCA Audit ☐

Industrial Equipment News

AFFILIATED
 THERE ARE 3 IEN'S: U.S. CANADIAN BRITISH
 WRITE US FOR DETAILS

Thomas Publishing Company
 461 Eighth Avenue, New York 1, N. Y.

for SALES APTITUDE TESTING

Servicing the
United States and Canada

**The KLEIN INSTITUTE FOR
APTITUDE TESTING, INC.**

JACK KLEIN, PRESIDENT

420 Lexington Avenue New York 17, N. Y.
MUrray Hill 3-5171



**EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760**

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ASSOC. MANAGING EDITOR...John H. Caldwell
SPECIAL FEATURE EDITOR...Lawrence M. Hughes
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ASSOCIATE EDITORS.....Harry Woodward,
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WASHINGTON EDITOR.....Jarome Shoenfeld
ROVING EDITOR.....A. G. Mazerik
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READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

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ASS'T. PROM. MGR.Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
ASS'T. PROD. MGR.Ellen Knauff
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Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
93102): Warwick S. Carpenter.

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DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kehl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

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PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGERJohn W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTSC. E. Lovejoy, Jr.,
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



April 1, 1953

Volume 70

No. 7

BBDO Newsletter

- 1 Surprise Package
- 2 Private Secretary
- 3 Yellow Pages
- 4 Changing Times



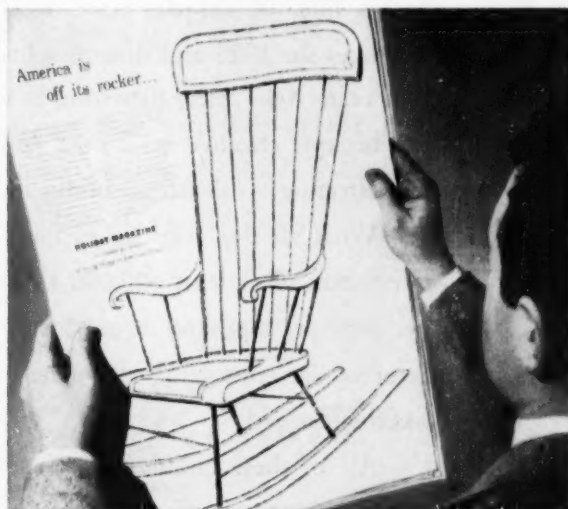
1 This has been called the freshest idea to hit the brewing industry in years. Every carton of Meister Bräu's "Fiesta Pack" is a surprise package. Each can is a different color and design, whether the carton holds six or twelve. Even the carton colors are changed frequently. Beer lovers have greeted "Fiesta Pack" with open arms and purses. BBDO Chicago conceived and executed the entire idea.



2 Newest TV show for Lucky Strike is *Private Secretary* (Sundays, CBS-TV). This half-hour comedy, filmed in Hollywood, stars Ann Sothern as an oversolicitous secretary who masterminds the affairs of her talent-agent boss and settles his private problems to her own satisfaction. *Private Secretary* brings to four the number of Lucky Strike productions that are currently being seen on television.



3 Top magazine editors—like Edith Ramsay of *The American Home*—tell the helpful service story of the Classified Yellow Pages for the New York Telephone Company. These 150-line ads pop right out in a crowded newspaper page, thanks to their editorial appearance. (National advertisers note: If you have a trade-mark listing in the "where-to-buy-it" Yellow Pages, it pays to say so in your copy.)



4 *Holiday* magazine was designed to reflect the Big Change in our nation to a more pleasurable, more mobile way of life. That's why it is read by the leaders of this big change. The much-talked-about "rocker ad" above is the first of a series of large-space newspaper advertisements now telling this market story to advertisers and agency people—and getting remarkable results for *Holiday*.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

APRIL 1, 1953

An Important for every advertiser in the

NINE MONTHS AGO we announced that effective January 1, 1953, we would guarantee 500,000 circulation. But in February, 1953, we crossed the 600,000 mark.

Even though we are in a position right now to issue a new rate card with a 600,000 net-paid guarantee for this year, we do not wish to change our rates for 1953 and disturb schedules already planned and budgeted for this year. New rates, therefore, based on a guarantee of 600,000 plus will not become effective until next year. Incidentally at that time we expect to be delivering a substantial bonus in excess of our guarantee.

What all this adds up to for you is an opportunity to buy an assured circulation of at least 600,000 throughout the year 1953 at the lowest rate per page per thousand in our history. Our rates per page per thousand have been moving consistently downward during the last six years as our circulation has doubled.

All of these circulation gains have come and are coming to us on a purely voluntary basis. New readers have been attracted and old readers have been renewing enthusiastically because of one thing—the important content of the magazine, its originality and its timeliness.

Announcement

news and management field

This is your best assurance of a maximum reader interest by important people—one of the highest concentrations of buying power ever assembled into a single magazine audience.

This is an excellent opportunity for all advertisers with products for business purchase or with services and goods for individual purchase by high-income families to put their schedules in "U. S. News & World Report" under the most advantageous conditions.

For here is America's Class News Magazine now available to the advertiser at rates per page per thousand that compare most favorably with any other magazine in the news and management field. It's a real buy.

U. S. News & World Report

USEFUL NEWS FOR IMPORTANT PEOPLE

ADVERTISING OFFICES: 30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y. ☆ BOSTON ☆ PHILADELPHIA
CLEVELAND ☆ DETROIT ☆ CHICAGO ☆ ST. LOUIS ☆ SAN FRANCISCO ☆ WASHINGTON

NEW JERSEY SUPERS AGAIN TOPS IN U.S.A.

★ \$1,027,600 per store . . .
that's America's highest
average . . . as reported
in Super Market
Merchandising's latest
survey!

★ This top food market
is HOME BASE for
New Jersey's great
home newspaper, which
again leads ALL New
York papers in food
linage according to
Media Records '52
report, the

NEWARK NEWS

*always BETTER
getting BIGGER*

Newark 1, New Jersey
or
O'Mara and Ormsbee, Inc.



THOSE BEAUTIFUL BABY CLOTHES . . . are made by handicapped workers. It's another case in proof that the handicapped can do almost anything anyone else can. A Dallas man dedicated himself to proving it. Company's almost self-supporting.

The Human Side

They Lose Money and Like It

A group of ready-to-wear manufacturers, the Dallas Fashion Center, operate a small factory at a loss—and like it. Should the factory ever show a profit, it will be plowed back into the business for the benefit of workers.

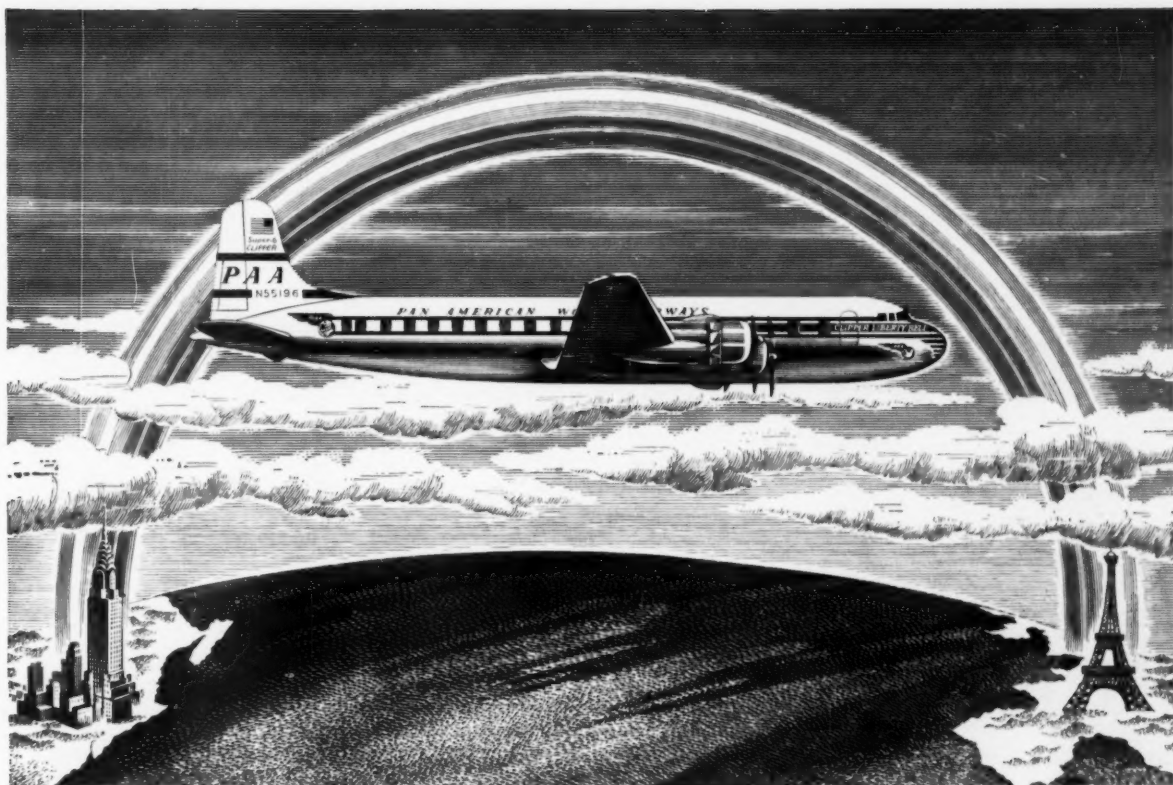
These crazy-wonderful Dallas manufacturers spend many evenings working for Daisy Ann Originals. They cut baby garments on their own power machines, bookkeep, purchase and promote, pack and ship orders. The best Dallas designing talent helps with patterns—all without charge.

In 300 leading stores throughout the country, people buy Daisy Ann Originals—exquisitely hand-finished baby garments—without guessing that they are made by “hopelessly” disabled workers. Handicaps range from polio-crippled legs, to no hands or arms from birth.

For most workers, it's the first money they ever earned. “Many, when they start, can do little more than hold scissors and snip threads,” says Fred Levy, cotton goods broker who heads the project. “Some are so badly handicapped that we have to rig up contraptions on which they lie flat, while working.”

But with patient training and encouragement most of these men and women learn to hand-tuck, hand-embroider rosettes, sew on imported French laces. Once an employe achieves a production speed which is profitable to the factory he no longer belongs at Daisy Ann. Dallas fashion manufacturers find him a higher-paid job elsewhere. Daisy Ann then gives some other handicapped individual a hand up the ladder of self-support.

SALES MANAGEMENT



The Rainbow, Pan American's air tourist service with specially designed, brand-new Douglas Super-6 Clippers, cut fares to Europe up to one-third!

Before its first flight... all seats on "The Rainbow" were sold out for three months!

The precedent-breaking idea of regularly scheduled, low-cost air travel to Europe—long advocated by Pan American World Airways—was finally accepted by 11 trans-Atlantic airlines in December, 1951.

By international agreement, all these airlines had 106 days before the service started in which to announce and sell it. *All airlines were to offer the same fares, destination for destination.*

From this even start, how was Pan American World Airways to win the lead in sales?

On announcement day—the day all airlines were permitted to publicize this new tourist fare service—

Pan American alone was ready with coast-to-coast advertising.

With the creation of a distinctive name—*The Rainbow*—for their service, Pan American's advertising emphasized that these lower fares were now available on the "World's Most Experienced Airline."

Within 45 days virtually all space on *The Rainbow* was reserved for 3 months ahead. Within the next six months, Pan American trans-Atlantic

passenger business *increased by 50%* over a similar period during the previous year.

This new \$270 tourist fare between New York and London did *not* affect patronage of first-class service. *Instead, it opened an entirely new market.*

Thus, by using the mass effect of advertising to announce and give individuality to the news of low-cost transportation for air passengers, our client outsold its competitors—and made *The Rainbow* the most popular service of its kind.

Is advertising's mass sales-making potential used most effectively in your behalf? To talk it over, write or call:

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N.Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Capetown, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

it costs
22%* less
to advertise
and sell
DRUGS

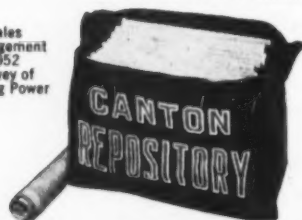


in the
Canton, Ohio
REPOSITORY

Canton, Ohio, is a profitable market to sell drug products. Canton families, in fact, spend 22% more on drugs than the national average.* You can wrap up this busy, buying market for your product with Canton's only daily newspaper — The Canton Repository: 100% city zone coverage; 98.8% home delivered. And because your drug advertising dollar reaches people who buy 22% more, it does 22% more work, costs 22% less when it's working in The Canton Repository. Do the most for your product — advertise it in The Canton Repository.

† CANTON, O. — \$121.00
UNITED STATES — \$99.00

*Sales
Management
1952
Survey of
Buying Power



A Brush-Moore newspaper represented
nationally by Story, Brooks & Finley

Daisy Ann baby garments—dresses, pinafores, robes, diaper shirts—are excellent products. "They sell for cash, at prices competitive with those of garments turned out by physically sound workers," Levy proudly states. For several generations, his family has been actively interested in giving handicapped people a chance to show what they can do. Wounded several times during World War II, Levy largely recovered—but in military hospitals he saw many men who never would be whole.

He promised himself that, once back on the job in Dallas, whatever money he made above a certain amount would go toward helping the handicapped to help themselves.

In 1950, there came to his attention a small Dallas factory that employed handicapped workers only. Its owner-manager, Mrs. Daisy Conroe, a spunky little woman crippled by polio, had demonstrated that physically handicapped men and women could do an efficient job of making baby garments. But the business end of the undertaking had proved too much for her.

Levy surveyed the needs of the factory, started to solicit donations. These ranged from a cutting table and piece goods, to working capital. At his suggestion, members of the Dallas Fashion Center established a non-profit sponsoring organization, "Aid-the-Handicapped, Inc." Its charter provides that no officer, director or worker in the holding company shall ever receive any remuneration for his services.

Who Said "Handicapped"?

All proceeds of Daisy Ann Originals are used to pay wages to the handicapped. To date, operations have shown a small annual deficit because of the high cost of training unskilled workers, but any future profits will be used for expansion, and additional pay.

Only actual sewing and finishing are done at the Daisy Ann factory; Dallas Fashion Center members do everything else—without charge.

The factory turns out approximately 100 dozen garments a week, and at present employs about 20 seriously handicapped men and women. In the last two years it has paid \$50,000 in wages.

Manager Daisy Conroe has the know-how for making baby garments. She also knows the handicapped and how to fan a spark of courage into a glowing flame of determination. "You see, I used to be handicapped, myself . . . I used to think that because my body was a bit different from other people's, my life had to be different."

She now moves briskly about the little factory; directing, advising, encouraging. You hardly notice that she drags polio-crippled legs.

One of Mrs. Conroe's workers, born without hands or arms, works with her toes. What does she do? "Almost everything that anyone else does," Daisy Conroe replies with a big smile.

Aid-the-Handicapped, Inc., helps handicapped youngsters who show promise. One young man, a cerebral paralytic, had been unable to get a job. Aid-the-Handicapped bought him a small printing press, trained him to operate it successfully.

In such cases, loans are made out of a revolving fund. Working capital: contributions from the approximately 100 members of the Dallas Fashion Center. Levy recently had to spend several weeks in a hospital for surgery—a result of his war injuries. He left this message at his office: "If anyone calls about sending flowers, please ask them to give the money to Aid-the-Handicapped, instead."

Before he left the hospital, over \$4,000 had rolled in.

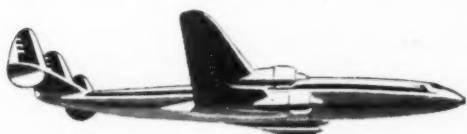


"Welcome Traveler!"

... Your time is our business"

"We urge you to fly Capital Airlines, for over 25 years one of the Nation's leading Scheduled Airlines. You'll enjoy Capital's dependable, friendly service."

Capital Airlines offers you convenient, economical service between 75 major cities — from the Atlantic to the West, from the Great Lakes to the Gulf.



GENERAL OFFICES: WASHINGTON 1, D. C.

Capital

AIRLINES

APRIL 1, 1953

11



A Toddler Tops The Field

Mind if we brag a bit?

So far, in this second half of the 20th century, few if any feats in American publishing can hold a candle to the triumphs scored by what is now the nation's number one Saturday newspaper . . . the Chicago Daily News Triple Streak. Here are the vital statistics: Born . . . March 3, 1951 . . . the News Triple Streak arrived when Chicagoans' weekends were widening to two full days of leisure.

Editorial-wise, this new kind of Saturday newspaper met the needs of this new kind of weekend by expanding and enriching its contents to provide Sunday features on Saturday. It had four exciting magazines, including one with advance television listings so complete that two out of every three readers—a survey showed—saved and used it throughout each week.

Circulation-wise, although it sold at *double the* price of the News Monday-through-Friday issues, the Triple Streak met almost instant acceptance. Its circulation moved from a first drop-off that never exceeded 7 per cent to a close race for popularity with the News

Monday-through-Friday issues. In fact, on January 24, 1953, Triple Streak circulation of 574,778 topped all Saturday circulations at any price in the News' 77 years of publishing. And, although the News Monday-through-Friday average for January of 562,572 was the highest ever recorded for that month, the Triple Streak nosed it out with a January average of 562,586. And it's still climbing.

Advertising-wise, the acceptance of the Triple Streak, with its bargain-buy-value of weekend advertising at daily rates, has been unequalled. In retail advertising lineage alone, it led all other Saturday evening newspapers in the United States in 1952 with more than one million lines. Here are the retail lineage figures: In 1950, the year before the birth of the Triple Streak, retail lineage in the Saturday News totaled 599,835 lines. In 1951, with the Triple Streak starting in March, retail lineage was 850,919 lines. In 1952, the Saturday retail advertising was 1,045,973 lines. On the triple-threat front of editorial content, circulation and advertising, no other Saturday newspaper in the country can compare with the

TRIPLE STREAK

SATURDAY CHICAGO DAILY NEWS

JOHN S. KNIGHT, *Editor and Publisher*

Chicago's HOME Newspaper

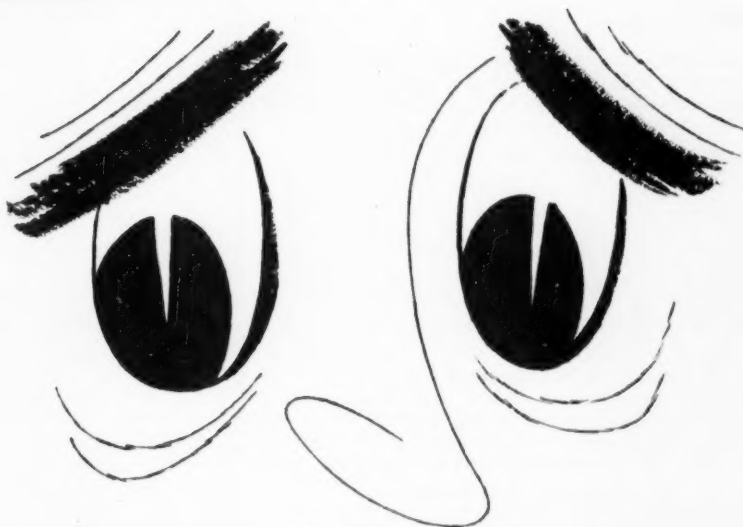
• NEW YORK

• SAN FRANCISCO

• DETROIT

• LOS ANGELES

put it in **CA PS** COMMERCIAL APPEAL — PRESS-SCIMITAR



Even the Eyes of Texas Are Upon Us!

The growth of Memphis on the Mississippi has caused even Texas eyes to turn eastward.

Eleventh in the nation in wholesale sales says Sales Management . . . sandwiched between 10th place Minneapolis and 12th place Kansas City. (Aside to Texas boosters . . . we sincerely congratulate 15th place Dallas!)

And nowhere, according to our slide rule statisticians . . . but nowhere . . . is there another two and one half billion dollar market where two great newspapers offer such sales compelling saturation circulation at a comparable voluntary combination rate.

88% of our general advertisers put it in CAPS (the Commercial Appeal and Press-Scimitar) and sell Memphis and the growing market Memphis serves.

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS



What makes a newspaper great?

Listen:

The small explosion of the seismograph crew sends fingers of sound down, down a mile, two miles, into the Williston Basin below the prairie to find the new wealth.

The sound returns, saying: Oil.

It ripples the wheat fields astride the broad Missouri of the North, where the world's largest man-made system of lakes will soon hold back the spring flood.

It mixes with the roar of the earth-movers as they change the face of the plains into dams for water conservation, irrigation and electric power.

Wafting through the buffalo grass, it makes the fat Dakota Herefords lift their white faces from the good grazing. It touches, one after another, the buttes of brown, coal-like lignite, where 300 years of fuel lie untapped for America.

Over the lakes and forests of Minnesota, to the East, it punctuates and gives added meaning to another sound of new wealth: the crush-crush of the taconite presses, busy with the miracle of creating priceless, endless iron reserves from yesterday's worthless rock.

At Duluth, the long-boat skipper hears both, and thinks of new cargoes besides ore and grain. Taconite in black, iron-rich pellets. Oil, in tankers. Across the inland seas, for years ahead.

In lush central Minnesota and western Wisconsin, the farmer can hear these sounds above the clank of cream cans and the contentment of his corn-fat hogs.

At Minneapolis, the columns of mill and factory and elevator echo these sounds. Millers and industrialists, bankers and grain and bond-house men listen . . . and plan for more business.

What makes a newspaper great? Its very need to grow, to keep pace, to match the giant strides of the fabulous region it serves. Today the Minneapolis Star and Tribune are read and respected in homes all over America's Upper Midwest. Today only four cities in the United States have Sunday newspapers with larger circulations than the Minneapolis Sunday Tribune.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY • 490,000 DAILY

JOHN COWLES, President



Picture shows seismograph crew setting off depth charge probing for oil near Williston, N. D.

COMMENT

"Exclusives": Handle with Care!

We know a manufacturer of a well known line of branded food products who sells nationally, who spends a sizable sum in advertising. There are several metropolitan markets in which his distribution is obviously weak. It's not uncommon to find that you can buy his Product A in any New York food store, but if you ask for B or C or D at the same time, it's not in stock.

Such a distribution weakness means, of course, that the purpose of his advertising—the building of confidence in a name—is being defeated. Part of the potential demand created by that advertising is just not being converted into transactions at the point-of-purchase.

When we dig into the reason for this tragic waste, we find that the company has fallen into the old error of offering exclusive or semi-exclusive distribution rights to wholesalers without a clear understanding about what the wholesalers will do in exchange for those rights. Some of these wholesalers are "sitting on the territory"—taking the business that comes, but doing almost nothing in creative merchandising. Result: The territory is "frozen."

Many a wholesaler will take on a line not because he is willing to do the distribution groundwork that will bring vastly expanded volume and profits in five years of time, but because he doesn't want some other wholesaler to have it.

Any manufacturer who is faced with a situation in which a wholesaler whose lack of interest has imposed an artificial ceiling on market potential must reexamine his operation at the distribution policy level and, if necessary, be tough about correcting it. It just isn't reasonable to expect advertising dollars to produce at low cost against the spotty distribution that indifferent wholesalers, protected with semi-exclusive rights, are content to allow to exist.

Pretty Good, Are You?

Do you brag about your company's rapid rate of growth? Do your vest buttons pop when you look at the figures . . . so many million more sales-dollars . . . so many more units of manufacture . . . more branches . . . more salesmen?

Maybe it's only a statistical illusion. Maybe you're not looking closely enough at your status as compared with the national economy.

In an excellent article in the current issue of the *Harvard Business Review*, Keith Powlison, vice-president and controller, Armstrong Cork Co., sets down some facts that may be a bit tough on the ego.

He points out that mere expansion—"progressive increase or enlargement"—does not necessarily constitute growth in a business sense. He writes: "For 20 years the tide of business in this country has been rising. Record all-time highs have been set by every important measure of business activity. . . Broadly speaking, the dollar volume of business in this country is today six times what it was 20 years ago."

★ **SERVICE NEWSPAPERS** ★

read by
SERVICE
MEN & WOMEN
and their dependents
ALL OVER THE WORLD

★

Send for New Market Book—
It's yours for the asking!

ARMY TIMES
AIR FORCE TIMES
(Members: Audit Bureau of Circulations)
NAVY TIMES

Advertising Offices:

WASHINGTON: 3132 M St., N. W.
NEW YORK: 41 East 42nd St.
CHICAGO: 203 N. Wabash Ave.
DETROIT: Guardian Building
LOS ANGELES: 6399 Wilshire Blvd.
SAN FRANCISCO: Monadnock Bldg.

In Philadelphia, represented by R. W.
McCarney, 1015 Chestnut St.

Also: LONDON-FRANKFURT-TOKYO

"T" Is for Teacher



**And you may have her
every night for supper**

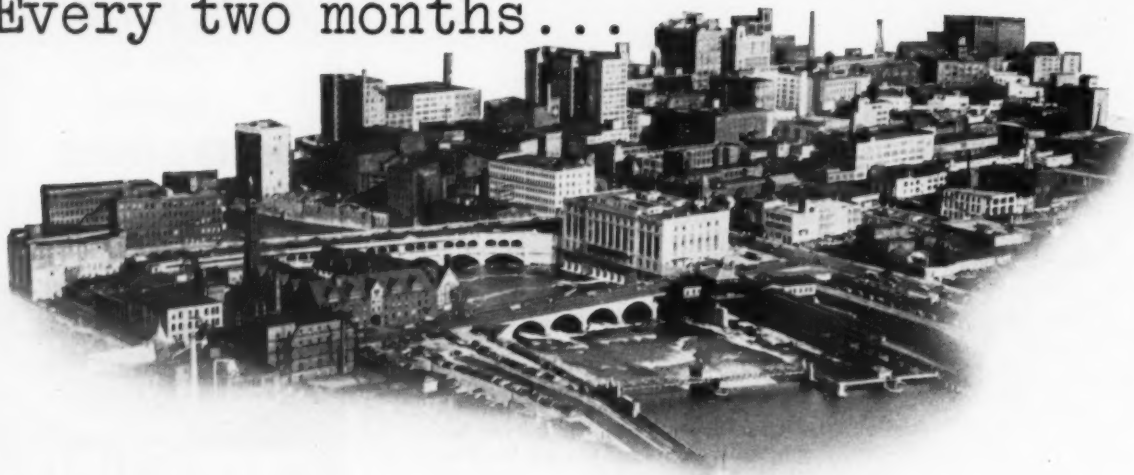
Supper tables in 10,000,000 homes may include teacher every evening. She's represented by 26,000,000 kids who take home an infinite variety of things teacher says and does. What "My teacher says" might easily be something about your product, company, association, or business philosophy.

State Teachers Magazines will deliver your advertising message to this vast influence group better than any other medium, regardless of cost. And 866,000 teacher-subscribers read their State Teachers Magazine regularly. It's their official state association publication.

For full information, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

**State
TEACHERS
Magazines**

Every two months....



a city the size of Rochester, N.Y. is being added to the market

There are 333,000 more people in America right now than there were two months ago.

In a year, there will be 2,000,000 more.

In the next fifteen years, we will *add* as many people to our nation as the entire United States contained at the outbreak of the Civil War!

This population boom has been going on since 1940. Manufacturers of products used by children felt it some time ago. Schools which were already overcrowded are now bulging with students. The teen-age market is due for a surge far beyond normal growth expectations.

We're watching the expanded markets of the 1960's growing up. And industrial markets, too, must grow in the same proportion. These added millions will generate a tremendous demand for

the products of American industry. New plants will be built and old plants expanded. Thousands of pieces of new equipment and mountains of materials and supplies will be consumed to meet the ever increasing demand for goods.

The huge industrial markets of the 1960's offer an opportunity and a challenge. While we are looking forward to greatly expanded business, there is a big job which must be done. New men will head industry ten years from now—men who are working their way forward in lesser positions today. Their knowledge of your company can never be taken for granted.

Why not have a frank discussion of this problem with your advertising agency? They know how to use advertising effectively to gain a firm position for a company in its markets—both present and future.

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



"This means that if a company's sales are now six times what they were in 1932, the company has just held even; it is an average concern. Again, since it will be marketing its wares at prices which are at least twice as high (if it has done a typical job on pricing) in physical volume the average company will be handling now between three and four times as much business as it did 20 years ago."

If you feel a little less cocky now, when you've set your figures against the total-economy background, you may feel even worse if you go a little further with the relentless Mr. Powlison.

Since business operates to make a profit, return on investment is perhaps the best single factor to use as a measuring stick for performance and growth, Mr. Powlison points out. Then he asks, "What has been the average performance as to return on capital employed?" Citing SEC and FTC figures, he points out for the postwar period only:

... the average manufacturing company increased its total assets by approximately 50%.

... increased sales by approximately 45%.

... but in 1952 earned 5% less in profits after all taxes than in 1947.

The annual rate of turnover fell from 1.61 to less than 1.5. Profit on sales after taxes fell from 7% to less than 5%. Return on capital—the payoff figures—dropped from 11.3% to less than 7%.

The author's conclusion: "This shows that most companies experienced mere expansion, not business growth. The real kind of growth apparently is as rare as the investment people say it is. Where there is real growth, the return on capital is also increased or held at a high level, while expansion takes place. Where there is outstanding growth, all three indicators—turnover, profit on sales, and return on capital employed—are raised or maintained at a satisfactory level. Some companies have done this, but they are few indeed."

So much for the statistical picture. Author Powlison devotes the major portion of his discussion to an analysis of obstacles to company growth. He presents a list of 17 danger signals which every president and general manager might well paste in his hat. We recommend the article for careful reading by all top management men.

Can this Happen to You?

This is a true story, but some red-faced competitors ought to be spared any further embarrassment so we won't name names this time.

The sales training director for an airline gathered some 100 inside sales-traffic employees together in a hotel room and let them listen in, by means of an amplifier, on a series of telephone calls he made to their counterparts in competitive lines.

The sales trainer asked the kind of question in the same way as a prospective passenger. For instance: "What's the fare from New York to Chicago?" How did the airlines' representative provide the requested information, and how did he (or she) develop this unsolicited lead? The good or bad points in handling inquiries were starkly revealed for the training benefit of the 100 listeners-in.

The idea of listening to your competitors' sins of commission or omission—and his superior points, too—is so good that we suspect many other concerns will try it. When it is not convenient to make on-the-spot calls, telephone conversation can be tape recorded and played back at sales meetings.

It's a little rough on the other fellow to let him be your horrible "for instances" of poor salesmanship, but can you make your training point any more realistically?

Complete Self Operating Unit—No reels of film to thread—no screen to set up—no sound speaker to engage—all these features are together in the one unit case. Sales film presentations are set up in seconds.

"Flick" It's On—Just plug into any 115 volt electrical outlet, AC or DC, and with a "flick" of its switch the TSI Projector is on and running.

Automatic Rewind—Due to exclusive 16mm film magazine—film is automatically rewind—no rethreading necessary—magazine is power driven. It's ready to go after every show.

Daylight Operation—No need to draw shades or draperies. Crystal clear pictures are projected on the self contained screen in any lighted room.

Compact—Model D or H (DeVry or Bell and Howell mechanism)—135 sq. inch screen—only 40 pounds. Easy to carry. Case sizes 14"x22"x12".

★ Forced air cooling.

★ Projects sound or silent films.

★ Projects black and white or color films.

★ Magazine Capacity—800 ft. 16mm film—(22 min. sound—32 min. silent).

★ Conventional reel arm projection (up to 2000 ft. 16mm film).

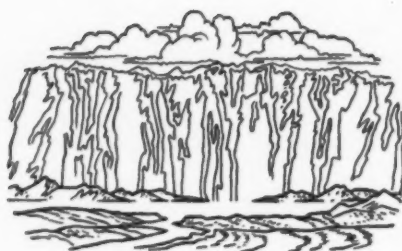
★ Designed and built by the pioneers of suitcase projectors.

"Moviematic"
Model M only
27 pounds—
10" x 12" x 20".
Ideal for sales
calls.



Write today for illustrated brochures featuring TSI Suitcase Projectors.

TSI TECHNICAL SERVICE, INCORPORATED
Dept. A-3, 30865 Five Mile Rd.
Livonia, Michigan, U.S.A.
Custom Mfrs. of Electronic and/or Mechanical Equipment

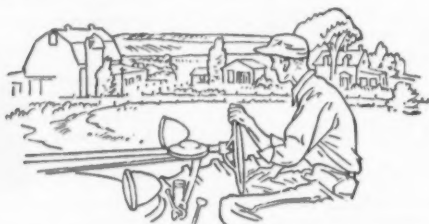


2 hours wide, 4 weeks deep...

ONCE over the Appalachians, the sun travels westward almost two hours before meeting mountains again . . . crosses some fifteen hundred miles of rolling country, level land lined with meridians of man-made roads, prairies that seem to meet the sky . . . Long ago when the earth was new, this great central valley was the scene of the sun's great victory . . .

BARE of earth, water, insulating atmosphere, the young globe cooled quickly, and during its solstices piled successive snows upon its poles. Under its growing weight, the North polar pile pushed downward in defiance of the sun.

Three times or more, the miles-deep ice sheets swept the North American continent, channeled between eastern and western mountain ranges . . . scraped away the hills, and rolled the rock shards to boulders, ground the stones to sand.



But the sun finally triumphed, left the seared ice sheets a great inland sea between mountain ranges. As the sea shrank, green jungles grew on the widening shores. And millions of seasons of vegetation on glacial silt gave this great valley the

continent's deepest, richest deposits of topsoil.

Weatherwise the valley is favored by flanking mountains that wall out sea changes, and keep the seasons intact, the climate compact.

Charleston gardens bloom a good ten weeks ahead of those in Gloucester, Mass. Combine crews start cutting Panhandle wheat in late May, finish in Saskatchewan with September frosts.

But mid-continent, Spring in a single month spreads from Oklahoma to Minnesota. Seedtime

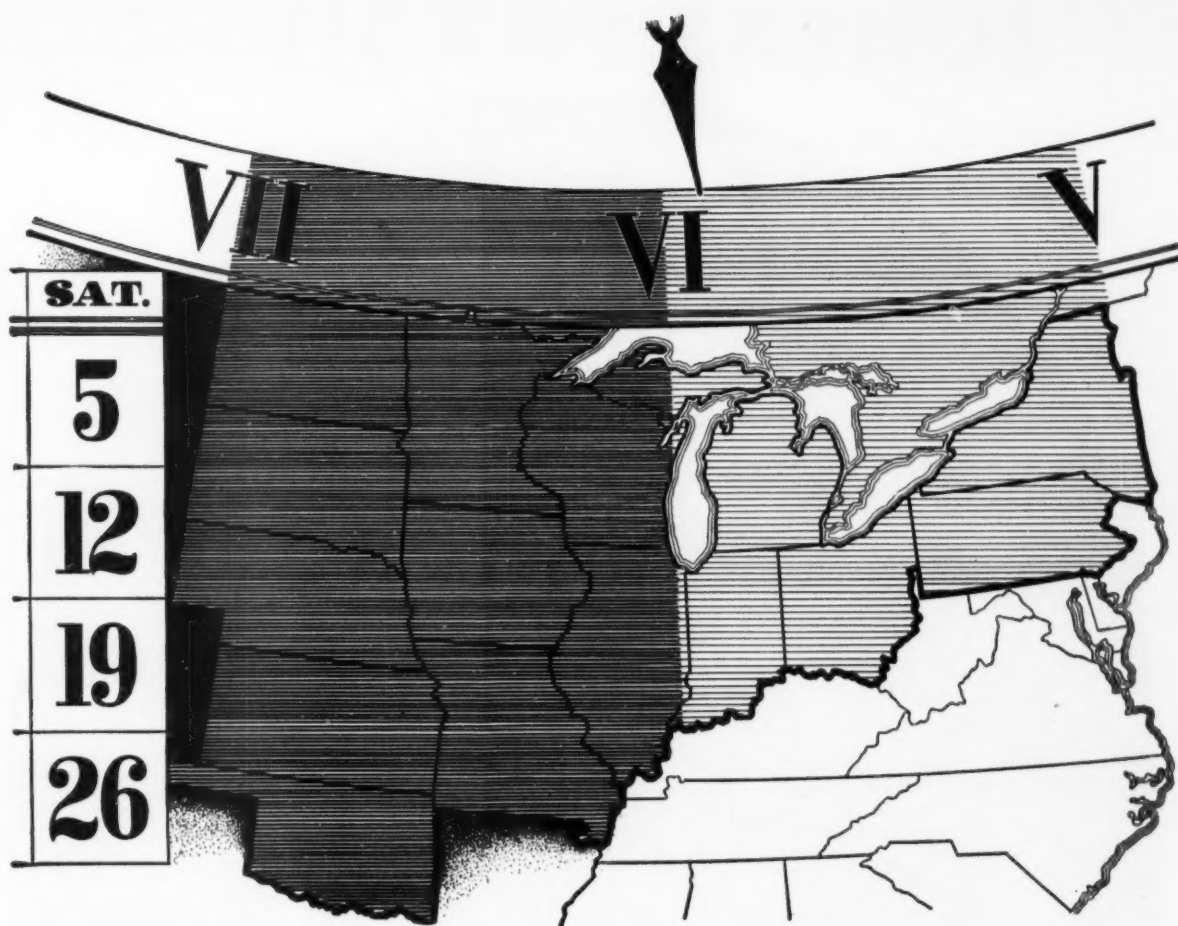


and harvest, South to North, is four weeks long. And the land flourishes and fallows in evenly spaced six month periods, without the extremes of latitudes above and below.

NATURE laid down this American heartland, two hours wide and four weeks deep . . . fifteen states favored with rich soil and kindly climate—the agricultural capital of this country.

These fifteen states have 42% of the country's farms, and 64% of the farmers selling more than \$5,000 in farm products a year . . . produce about two-thirds of the nation's food . . . 72% of the corn, 64% of the wheat, 75% of the hogs, 53% of the cattle and calves, 58% of the chickens, 62% of the eggs, and 70% of the milk products sold.

Heart states farmers not only have better land but better brains and methods, larger individual



investments in land, buildings and equipment than farmers elsewhere. They own and use more machinery—63% of tractors, 71% of combines, and almost nine of ten farms are electrified. And they earn more than half of the total national farm income.

In these fifteen Heart states **SUCCESSFUL FARMING** has 90% of its 1,250,000 circulation. **SF Heart** states' subscribers have an average income in excess of \$10,000 (*more than 60% ahead of the national farm average*)...are one of the choicest class markets in the world today.

SUCCESSFUL FARMING subscribers have had a dozen unprecedented years of good crops, good prices; have reduced their debts, saved billions, spent billions, have billions yet to spend.



After the War, they replaced equipment, added labor saving machinery. Now the farm family is spending steadily, building homes and remodeling old ones, installing more bathrooms and modern kitchens, refurnishing and decorating.

SUCCESSFUL FARMING has served these farm families for fifty years, has earned their respect and confidence. It is tuned and tailored to their requirements—is the business mentor, operating manual, technical guide for farm business, and the farm family.

Because general media merely fringe this farm family sales potential, national advertisers need **SUCCESSFUL FARMING** for its important influence and deep penetration—to balance their national advertising schedules, to tap this major segment of national buying power.

Successful Farming . . . service medium to

the nation's best farm families, concentrated in the fifteen agricultural Heart states

where farmers mean big business! . . . Get the facts at any SF office

Meredith Publishing Company, Des Moines . . . New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles



In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
National Advertising Representatives: Sawyer Ferguson Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending April 1, 1953

RETAIL SERVICE: WHAT'S IT WORTH?

Many people are fast getting the idea that there's something cockeyed about retail pricing. They read, or observe, that a number of department stores are giving up the sale of major electrical appliances because the profit margin is too short—and yet next door to the department store is a long-established discount house where the consumer can get 20% or more off the list, and that store prospers.

A friend of mine was in the market for a new, improved Revere tape recorder. He priced it in a "legitimate" store. It would stand him \$225. He dropped in at a discount house which has operated for many years in the same spot. The price was \$155. Now that's a saving of \$70, or about 30%. Machines were in stock and he could walk out with one. The manufacturer's guarantee was the same at either store.

The store carried *only* reputable, guaranteed national brands, and savings ranged from 18% to a little over 30%.

Consumers are fast learning about these savings over list prices, and a "stranger" (in New York and many other cities) is defined as a schmo who's been in town for three weeks and hasn't learned how to buy it wholesale!

Years ago the deterrent to buying electrical appliances at discount houses or other "non-legitimate" spots was that the customer feared service was going to be a problem, and he preferred to deal with a store that would supply service as needed. That attitude seems to have been pretty well dissipated because experience indicates it's very seldom that appliances go wrong during the period that the manufacturer's guarantee applies; after that period there are plenty of independent service organizations to call on, and as my friend remarked about the tape recorder, "For 70 bucks I can buy a lot of service if I need it."

What's the answer? As we see it, manufacturers aren't stopping discount houses from getting merchandise when supplies are normal, and certainly can't stop them when distributors and retailers are overloaded. The discount houses offer no charge accounts, no repair service, seldom free delivery. They can *afford* to undersell the stores that do offer those and other services. Giving legitimate retailers a bigger spread is no answer unless they have good turnover. If they have fast turnover they could make a substantial profit on a lower markup.

We predict a growing consumer demand for à la carte pricing (the product only). At least the consumer *thinks* that list prices today are "loaded" to help the store, not him. Providing he has the cash (or can borrow it) to take advantage of the discounts he knows how to obtain, he'll take a chance on paying for services—if, as and when he needs them.

This isn't a prediction that the big stores are on the way out, but on those high-ticket lines where it's worth-while to shop around, they can't be expected to do a volume business at present list prices—at least not in cities where there is vigorous price competition.

My friend John W. McPherrin, publisher of *American Magazine*, has an editorial in his March issue in which he says, "Whenever you buy any mechanical equipment from some irregular source instead of from the authorized retailer equipped to install and service the equipment, you are taking a gamble."

John is right. You *are* taking a gamble, but more and more people are coming to believe that—spreads between list and discounts being as high as they are—it is a gamble worth taking.

Be honest with yourself. How many products have you and your family bought during the past year at a discount from established prices, and how many of these would you have failed to buy if you hadn't felt that you were getting a bargain?

Setbacks to Fair-Trade

Recent court decisions—especially the ones in Michigan and Georgia—are worrying fair-traders, although they have good news from Baltimore where a Federal District court held that state laws can set resale prices even for products that cross state lines.

What *should* be worrying them most is the public's attitude on the reasonableness of prices. Years ago fair-trading manufacturers and retailers could tell people: "Price cutting is bad for *you*, because the retailer can't make any money when he sells you a well-known national brand at a cut price; he will get that price-cut back and a lot more besides by selling you other and unknown merchandise at far more than it's worth." By unknown merchandise they most often meant store brands.

But today many store brands are even better known and more heavily advertised than manufacturers' national brands. Try to tell the average consumer that the house brands of Sears or Liggett or Macy or A & P are unknown or unworthy, and where do you get?

There is considerable truth in the statement so often repeated by Macy, Schwegmann and Webb that fair-trade prices are set high enough to allow even the most inefficient retailer to make a profit. It isn't completely true, of course, because it takes more than a good *margin* to produce an actual dollars-in-the-bank profit. But it does sound convincing to the public, which sees everyday examples of stores which seemingly prosper in selling well-known brands (and *only* well-known brands) far below list prices.

Price cutting wouldn't seem so attractive to either the stores that practice it, or the consumers who try to benefit from it, if list prices—especially fair-trade prices—were reduced by possibly as much as 10% for cash-and-carry transactions. That would put all stores on pretty much a common-denominator level for supplying the merchandise. If a customer wanted to charge it he would pay for the service—a certain percentage added to his bill. The same would apply for delivery.

Service Should be Sold

One of the most successful food chains in our neighborhood in New York City has put itself in a position to compete either on a price or a service basis. Its prices compare favorably with the lowest-price chains. If customers want delivery they can get it—at a price. Why don't stores in other lines follow suit by giving customers some option about deciding how much service they want, and paying accordingly?

We think it would increase sales for both the manufacturer and the legitimate retailer, but to make it work, the fair-trading manufacturers would have to accept the fact, which up to this time they've been unwilling to do, that there are cost differentials among legitimate retailers based largely upon the kind and degree of service offered. We'd like someone to tell us, for example, why Macy's, which doesn't have free charge accounts, shouldn't pass the saving on to its customers.

And if another store doesn't have delivery service, why must its customers pay for delivery service on fair-traded items, and pay for it they do, because the minimum price is set high enough to cover delivery charges of the stores that do offer such service?

Our factories have doubled their capacity in recent years. How can we hope to keep them busy—and secure maximum benefits from mass production—if prices get out of reach of the mass consumer? Every 10% saving he can make will permit him to buy some other article or articles. The fear that we are pricing ourselves out of the market is giving sleepless nights to the more alert marketing executives.

Fair-trading is supposed to protect the retailer against cut-price competition, but until there is a far higher degree of policing and enforcement, the net effect seems to be just the opposite. Instead of getting protection he gets—unfairly—the reputation of being a robber, because he is forced to charge prices which may not be fair for the degree of service he happens to render. As long as consumers can save by shopping around, the list or fair-trade price tears down the public's belief in the integrity of manufacturers, as does untruthful and misleading advertising.

And isn't it true that the cost of complete policing and enforcement would be so ruinously high that most manufacturers are forced to tolerate price cutting provided it is not too blatant or too well advertised?

In our opinion, manufacturers should take another look at their pricing policies—and so should "legitimate" retailers—and arrive at a base which is more realistic. They might take a leaf from the automobile manufacturers who quote their prices F.O.B. Detroit. If the retailer pays for shipping the car from Detroit, you reimburse him for his shipping costs. If you go to Detroit and take possession

of the car, you pay only for the car. Why doesn't that make sense in other retailing? Charge the customer for the product. Let him pay extra for such services as charge accounts and delivery. Or the fair-trading manufacturers might accomplish the same result by keeping prices at present levels while permitting retailers to give discounts for cash and carry. Then the *deliberate* price cutters would not have such an alluring proposition.

BUY MORE 18-CENT ADVERTISING

With the coming of brisk competition, more and better selling will be required—and that includes more and better of all the *tools* of selling, including salesmen, advertising, promoting.

Inventories are high, although probably not *dangerously* high. There are very few shortages (except of customers in some lines) and with a plenitude of labor and materials, our factories can—and will—spew out more and more finished products.

Business is fortunate in that the current Excess Profits Tax law makes it easily possible for companies in that bracket to step up sales expenditures at relatively small risk.

For each \$1,000 of additional advertising they do to promote their future, they are risking only \$180.

This may well be the last year such companies can use 18-cent dollars to develop next year's sales and profits in 48-cent dollars!

Most authorities agree that the E.P.T. law is due to expire on or before the end of the year. Some think it may be allowed to lapse on June 30. The biggest weight of opinion is directed at a September 30 date. Others interpret President Eisenhower's statements to mean that he will try to keep it on the books until the budget can be balanced.

Where the law or the rates are changed during a company's year, whether it be a calendar year or a fiscal year, the total profit of the year is allocated proportionately to the period before and after the rate change, regardless of when the profit was actually earned. Thus, if a company on a calendar year basis made a profit for the year 1953 and the Excess Profits Tax expires on June 30, one-half of the income would be attributed to the period prior to June 30, and one-half to the period after June 30—even though the company had operated at a loss for the first 6 months of the year and had made all its profits in the last 6 months!

Taking advantage of the opportunities offered by the Excess Profits Tax law is not tax evasion, and it is not unpatriotic. It is merely doing what the law clearly permits—you might say invites and encourages—a corporation to do in protecting and promoting its future.

And corporations are particularly lucky in the fact that this last opportunity to buy advertising at 18 cents on the dollar should coincide with the time they most need more and stronger promotion.

**Editor
PHILIP SALISBURY**

SALES MANAGEMENT



This Gloster Javelin, a production model, is the British counterpart of new American fighters now in the development stage. These new delta-wing planes form still another aviation market for your technical equipment.

...to help your product "win its wings"

If you are interested in selling the multibillion-dollar aviation market, AVIATION AGE offers you its help.

We may be able to help you answer some of your marketing questions. We have grown up with the aviation industry, and we'll be glad to share with you the intimate knowledge we've acquired through the years. We know *who* the key men are, and *where* they are. Our marketing representatives will be glad to sit down with you and discuss your problems.

We can help you keep posted on the latest developments within the industry. To help you anticipate

the market trends and changes, AVIATION AGE publishes a bimonthly Market Intelligence Letter. We will be glad to add your name to our list.

And to give you a detailed picture of the aviation market and of AVIATION AGE's place in that market, we have prepared an extensive, valuable Market Data File. A copy will be sent to you free of charge upon request.

We offer these services as part of our responsibility to the industry we serve. To take advantage of them, simply mail the coupon below. We ask only that your interest in selling the aviation market be genuine.

to get
your product
onto the
drawing boards...



Practically all equipment used in this industry must be engineered to meet performance specifications. Selling the designers and engineers who are responsible for these specifications is your primary objective.

Exclusive of its coverage of maintenance engineers, *Aviation Age* reaches 9,596 engineering and design personnel in manufacturing plants... 13,173 in the entire aviation industry.

Aviation Age reaches nearly twice as many of these key men as the next aviation publication... almost as many as *all other* magazines in the field combined!

AVIATION AGE

Market Intelligence

PREPARED BY THE RESEARCH STAFF AS AN AID TO AVIATION MARKETERS

Aviation Age Market Data File

AVIATION AGE "Aviation's technical magazine" SM4
A Conover-Mast Publication
205 East 42nd Street, New York 17, N. Y.

- ☐ Please send Market Data File.
- ☐ Please send Market Intelligence Letter.
- ☐ Please have representative call.

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____



AUTHOR'S FAVORITE BOTTS: It's Hy Rubin's *Saturday Evening Post* drawing for "Botts Bogs Down."

Alexander Botts ... Why I Made Him a Salesman

As told to Philip Salisbury
BY WILLIAM HAZLETT UPSON

Q. Mr. Upson, we're curious about your famous character, Alexander Botts, and how he came into being. Most of our readers who have followed him over the years in *The Saturday Evening Post* feel a kinship with him since they, too, progressed from salesman to branch manager to home office sales executive.

Why did you make your central character a salesman?

A. It is hard to remember exactly what I was thinking about a quarter of a century ago, but at that time I was thrown into close contact with many salesmen, and possibly I started writing about salesmen to correct a popular fallacy.

Q. Selling didn't have nearly as much social standing then as it has today, did it?

A. There has always been a large group of intellectuals in this country

who have sneered at all businessmen—and particularly at salesmen. Since my earliest childhood, I have heard the typical salesman described as Public Nuisance No. One—a vulgar fellow who would stick a foot in the door, barge in where he was not wanted, use questionable ethics to sell a low-grade product at an inflated price to a man who did not possibly need it, and who could not afford it anyway. The salesman's only motive was to make a profit for himself. You know the picture. I used to accept this picture myself.

Q. What caused you to see salesmen in a different light?

A. I guess it all goes back to the fact that I'm an ergophobe by nature . . .

Q. Just a moment—what did you say you are?

A. An ergophobe. That's a term

you'll find in the larger dictionaries. It was one of the few things I learned at Cornell. It's a man who has a morbid fear or hatred of work—from the Greek *ergon*, meaning energy or work, plus *phobus*, meaning fear.

After returning from France following the first World War, I had to think of gainful employment. My mind went back to that happy day when the tractors arrived in the battery and relieved us of all the wretched toil connected with horses. Somehow, tractors suggested rest and ease. I investigated the different types and picked out the tractor which had the most comfortable seat cushions.

I went to the factory and talked them into giving me a job. I didn't particularly *want* to work, you understand, and there were a lot of easy chairs around the house. But eventually some well-meaning friends and

neighbors more or less drove me to it.

Q. What was the company, and where do salesmen enter the picture?

A. It was the old Holt Manufacturing Co. in Peoria, Ill. This is now the Caterpillar Tractor Co. After a period in the motor assembly line they made me a service mechanic. I was thrown into contact with the salesmen all the time. I gradually began to see that successful tractor salesmen—and probably almost all other successful salesmen—conformed to a general pattern. Of course they were individualists, but the best salesmen were basically sound people. I enjoyed being with salesmen. I liked salesmen.

Q. Did you become a salesman yourself?

A. No, but in many ways I got to know salesmen even better than they knew themselves. Many of the salesmen at that time were *too* good. They were lyric souls who in their enthusiasm conjured up uses for tractors the makers never dreamed of.

I was the trouble-shooter who had to be sent out to make the tractor do all things the salesmen said it would do. It was a triple-action job.

First I had to fix the tractor itself because the owner, trying to make it live up to the salesman's claims, overloaded and mishandled the machine so that it needed a complete overhaul.

After fixing the tractor I had to take care of the owner. We had to preserve the good reputation of the company to promote future sales. This was so important that if it had been possible to take care of the owner without fixing the tractor I should have done that. But I wasn't smart enough to figure out how to get by with this kind of labor-saving procedure.

Lastly, after fixing the tractor and taking care of the owner, I had to satisfy the factory boss. He had given me a pad of sheets headed, "Serviceman's Daily Report." Naturally, I wanted to impress the boss, and I had to do it by remote control.

These reports gave me an opportunity to make him think I was the best mechanic in the business. For a time I tried to do this in a frank and straightforward way by telling exactly what happened on my calls. Then I realized that direct statements were too easy. Any mechanic who could spell could do as well as I was doing.

Q. Is that when you became a fiction writer?

A. It wasn't quite as simple as that. Instead of relying on unsupported facts to prove how good I was, I tried a more subtle approach and learned to present certain facts



Meet Bill Upson, Self-Made Ergophobe

When you finish the interview with Bill Upson you will agree, we're sure, that he doesn't *need* to advance any further proof that he works hard at being an ergophobe. Additional proof is available, however.

A couple of days after SM's editor secured this off-beat and exclusive interview, the creator of Alexander Botts took off for South America, via Braniff Airways, where he will spend several weeks talking with Latin-Americans who subscribe to his theories on the full life, and, specifically, making "a truly scientific study of the siesta." If the findings should happen to show up some months later in *The Saturday Evening Post* just put it down as one-of-those things, and don't jump to the conclusion that William Hazlett Upson is so far from lazy in his mental processes that he even stopped to consider that such a possibility might be on the horizon.

Brilliant and lazy! In a way that pigeon-holing of the ideal sales manager would apply to Bill Upson, but some of those who profess to know him most intimately say that it's really 4/5 brilliance and 1/5 laziness. But he does *talk* a wonderful Utopian-like brand of laziness! You'll get an excellent summary of his happy state of mind from the last paragraph of the interview. His secretary, Virginia Hague, tells us: "Truly, he *is* an ergophobe. He likes taking things easy, doing no work if he can help it, and generally enjoying life and his family at a slow and lazy pace. He reads a great deal, he likes to go to plays and to the movies. He is an ardent Vermont Republican, (*editor's note*: why couldn't he be more unusual?) and is well informed on most government activities.

"He saves up energy by refusing to do what most of us do in our leisure moments. He *never* goes out for golf, fishing, tennis, or sports of any kind. He *does* like people; he is a grand guy."

Caterpillar's President On Earthworm's Sales Manager

Alexander Botts has a distinct advantage as this country enters a buyer's market, for he has, since the early days of this industry, sold crawler tractors in all kinds of business weather. He should flourish in these times of "hard sell," for his unfailing optimism, fertile imagination and persistence will be an inspiration, particularly to machinery dealers and salesmen everywhere.

Although Bill's association with a predecessor company ended many years ago, we have followed his career avidly. We are proud that some of the inspiration for his writings came from his experiences as one of our travelers.

It is good for all the merchandising world that Botts is still in business. May he continue to prosper and bring relaxation and recreation to his myriad of loyal friends.—L. B. Neumiller, president, Caterpillar Tractor Co.

—or certain alleged facts—so that the boss would draw the proper conclusions himself. And I learned to make the reports interesting, for I couldn't hope to impress him if they were dull.

For about five years I traveled about the country repairing Holt machines. Nearly every evening I worked on these reports—writing and rewriting, altering and revising—striving constantly to make a good impression on the boss.

Q. Do you think today's salesmen don't do the same thing?

A. They probably do, but many salesmen working for your readers fail to take full advantage of their opportunities. For years they have been sending daily reports to the boss, and training themselves as writers of high-grade fiction. Few ever realize that they have a talent which could make life easier for them if they used it more expertly. Full understanding of my talents came to me gradually. I played around with the idea of writing the reports without going near the tractors—but there didn't seem to be much of a future in it. So I had to continue the drudgery of actually working, until a piece of luck came along in the form of a serious operation.

Q. Do you call that luck?

A. In this case it was. I like to rest, but during the convalescent period I had an overdose, and for a limited time I was filled with a desire to do some unnecessary work.

That year, 1925, I wrote a short story made up entirely of a series of reports from a traveling tractor man to the factory boss. I sent it to an editor. He bought it. That's how I became a fiction writer. Botts was born two years later—in April 16, 1927, *Post*, under the title, "I'm a Natural-Born Salesman."

Q. Do you think Botts is typical of good salesmen?

A. Yes—to the extent that I think he has the essential virtues of a good salesman, combined with the more common weaknesses and faults.

He is an extrovert. He likes people. He sincerely wants to help the customer. He never puts across a sale unless the customer will benefit.

He has courage, resourcefulness. He never holds a grudge. He is, in short, a good egg.

With all his good qualities, he does not need certain virtues which some people erroneously suppose are necessary. Botts has no reverence for the boss. He feels it is not only his privilege but his duty to tell the boss where he gets off. Occasionally he deceives a customer, but always for the customer's own good. And his judgment is often faulty.

Q. Isn't he inclined to be lazy?

A. Emphatically, yes! That's one reason he can be called successful. Probably some of your readers won't agree with me—especially if there are any who measure values largely by the amount of shoe leather consumed and whose idea of good management is restricted to constant demand for an ever-increasing number of calls a day from their men. But I think that all of us—and this of course applies both to the salesman and to his boss—should be as lazy as possible most of the time, but not *all* of the time. On those rare occasions when I actually have to work, I can do it with enthusiasm and efficiency—because I'm rested for it.

Your magazine quotes someone as saying that the best sales executive is one who is both brilliant and lazy. I agree. On that subject, do you mind if I lift something from one of my books, (p. 201), "How to Be Rich Like Me"? . . .

"Hitler had most of the Germans worn out with endless marching and drilling before the war ever started. The Japs had similarly wasted their strength. We entered the war fresh and vigorous. No wonder we could keep going longer.

"The Indian braves were noted as good fighters. They were also noted for sitting around between fights and letting the squaws do the work. These two qualities, efficiency and laziness, are almost always associated. Among the Indians, the greatest fighter of them all had his philosophy of life right in his name—Sitting Bull.

"The moral of all this is easy to grasp. In time of war, as well as in time of peace, the man who gets the job done—the man who really accomplishes something—is the man who has had plenty of rest ahead of time."

Q. How many appearances had Botts made for you?

A. From 1927 to this March 14 the *Post* has published 83 Botts' stories, and I have in mind countless other problems and scrapes into which I can plunge him and then pull him out.

Q. Good. I know I speak for our readers when I say that the quicker we get them the happier we will be. As you see him today, is Botts any lazier or any happier as sales manager, Earthworm Tractor Co., than as a salesman?

A. Botts has been just as happy (and just as lazy) in one job as in the other, because in both jobs he has been primarily a salesman. Botts, even in his earlier days, was never a "plain salesman."

He was always a high-powered, extra-fancy, double-barreled, extrovert salesman.

As sales manager, he is never the stuffy executive who sits in the office and issues formal directives. He is still the salesman—rushing about the country, meeting customers, and doing real sales work—without taking himself and his business so seriously that he gets all tired out.

Q. Well, Mr. Upson, you've given us a lot of laughs over the years with Botts, and you've had a lot of fun with him yourself, haven't you?

A. Yes—both fun and riches of a sort. As I point out in the book I mentioned a minute ago, by resting most of the time and working hard part of the time, I have managed to pile up my wealth in an astonishing manner. I have a wonderful wife, two adorable children, a comfortable home in Vermont, and plenty of leisure to enjoy them. If that isn't getting rich, what is?

Ten Commandments for Salesmen

BY JACK W. THOMPSON • Director of Advertising
Douglas Furniture Corp., Chicago-Los Angeles

1. THOU SHALT BE OPTIMISTIC Don't tell me your troubles. Tell me how to increase my sales and profits by selling your line.
2. THOU SHALT BE ENTHUSIASTIC "Sell" me on the style numbers you want me to buy.
3. THOU SHALT BE INFORMED Know your line. Know your prices. Know your dimensions. Know your weights and packs. Know your shipping schedules, delivery dates.
4. THOU SHALT BE LOW PRESSURE High binders are my pet peeve. Tell your sales story sincerely and honestly.
5. THOU SHALT VALUE MY TIME Describe your wares briefly. Don't shower me with small talk. Flattery will get you nowhere.
6. THOU SHALT BE TRUTHFUL Don't promise me the world. Do promise to let me know you can't make delivery. And let me know promptly!
7. THOU SHALT BE AGREEABLE Don't argue with me. Don't anger me. Convince me. Don't confuse me.
8. THOU SHALT TELL ME ABOUT YOUR ADVERTISING Tip me off when to tie in. Give me tested point-of-sale ideas.
9. THOU SHALT CHECK MY INVENTORY Don't let me run short of merchandise. Know which numbers sell in my store. Don't sell me "floor warmers" or "dust gatherers."
10. THOU SHALT SHOW ME PICTURES And tell me first how much I'll make selling your line. Then tell me what it costs.



SOUP ... BEAUTIFUL SOUP always is uppermost in the mind of a gentleman named W. B. Murphy. And why not? He's the brand-new president of an outfit which cooks up an annual reservoir-full of broth—and soup. Recently Campbell Soup Co. elected Murphy, its former executive v-p, to its highest post. It was only about 15 years ago that this displaced Wisconsinite joined the company: He was born in Appleton in 1907, graduated from the University of Wisconsin in '28. A decade out of college he hung his hat on Campbell's rack as assistant to the general manager. Today he lives on Philadelphia's Main Line, within daily commuting distance of the Camden plant, with his wife and children. And he doesn't think it a bit unusual—not even if he weren't the Big Wheel at Campbell—that he and the family partake of a different soup each night. When they've worked through Campbell's list they start all over. What's his favorite? "Why all of Campbell's soups are delicious."

SALTY CHARACTER ... No offense meant: We should say that Albert H. Clem—new general sales manager of Pennsylvania Salt Manufacturing Co.—takes his life with a *pinch* of the salt he sells. Al didn't intend to be a salesman, anyway. At 20, when most lads enter their sophomore year, Al was a full-fledged graduate in chemical engineering from Penn State. He had his sights leveled on research or process engineering in chemical manufacturing. Penn Salt hired him to work on a new process. The project fell through, Al switched to the Research and Development Division. There he was exposed to salesmen. "I decided," he explains, "that the challenges of selling were greater than those in industrial research." Enter salesman Clem: The company gave him a new set of products in a new territory; Al had to learn fast and work hard. But he established a good record from the start. It wasn't, however, until the war came that he had a chance to show his administrative ability. He was put in charge of servicing a large number of government ammunition plants . . . When he came back to Penn Salt after the war he was given the post of product supervisor and was on his way up.

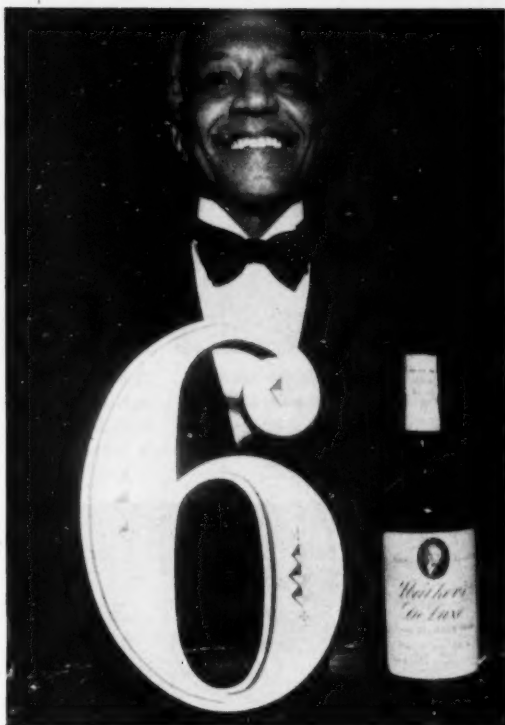


Casual ...



easy to like ...

They're In the News



BY HARRY WOODWARD

TWO BIRTHDAYS . . . Six years ago a butler who seldom actually butles had no thought of being a model. But at that time Hiram Walker, Inc., was frantically looking for a gentleman who'd be the epitome of butler-dom. The search looked hopeless . . . until one day Walker's art director had lunch at Chicago's Palmer House. He looked up from his plate—and there was the end of the rainbow. The rainbow's name was, and is, Robert Anthony—a distinguished-looking man of just the right age. Within hours he was signed to be the butler for all advertisements of Walker's De Luxe, the company's new bourbon. Since then Walker estimates that Robert has been looked at over two billion times, seen by the majority of U.S. citizens. Walker keeps Robert busy . . . He speaks at sales meetings, serves as a real butler when Walker itself gives a party. But, despite movie offers, Robert still holds down his job at the Palmer House, calls his modeling his "fun job." Recently Walker gave him his supreme thrill: To get him to a sales meeting in California it was necessary for Robert to fly. It was his first ride in an airplane.



...but Al is a doer!



1. GROUNDWORK: Before Workshop opens, instructors study the exact heat and time measurements required to bake large quantities of pies and cakes. Hotpoint's institutional men must become expert chefs.



2. REGISTRATION: Hotpoint distributors, their salesmen and utility men, usually 33 to a class, come from all over U. S. and Canada. Students get Hotpoint cap, sizable notebook. The book is crammed full by graduation time, third day.



5. TIME, 11:15 A.M.: Instructor announces foods to be cooked first day. He explains group system under which one team works on meats, another on escalloped potatoes, another on salads, etc. Preparation for session consists of discussions of large-scale food buying, costs, menu-pricing.



6. MENU SENSE: Klopp recommends Swiss steak for in-plant serving, because it keeps in hot gravy on steam table. He cites baked potatoes, fish filets, for ease of preparation in hospitals.



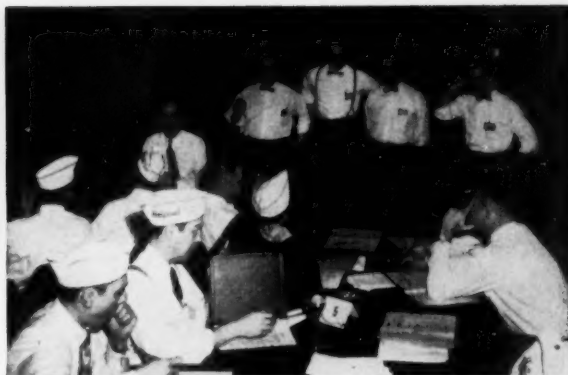
9. THESE ARE SALESMEN? Classroom tables are converted into dining tables. Drawn-back curtains disclose cooking equipment. The men begin preparation of "chow," with a time limit of 90 minutes. Groups from l. to r.: pastry team, Swiss steak team, vegetable team. Camera missed salad team at far right.



10. "FOOD WAS WONDERFUL," writes SALES MANAGEMENT's reporter, who ate with the gang. Escalloped potato crew prepares spuds under watchful eye of Klopp. Many of the salesmen-students are already capable amateur chefs because cooking has been part of their business.



3. KICKOFF: Students hear explanation of objectives of the Workshop from Orrin E. Wolf, Hotpoint v-p in charge of Commercial Equipment Division. Sales Education Director Grosshandler is seated at the far left.



4. GENTLEMEN, YOUR GUIDES! "Faculty" members are all experts in their fields: (l. to r.) Dean Skall, Al Mesko, George Klopp. Class is divided into five groups which are rotated in intensive study of commercial food preparation.



7. POTATO CREW AGAIN: In this Workshop salesmen do what customers do every day. They'll be better salesmen for it.



8. MEAT PREPARATION is doubly important because restaurant customers often "rate" a house by the quality of main meat dish. Here one cooking team is tenderizing and flouring the beef cuts for Swiss steak.

It's Hands in the Dough for Hotpoint's Commercial Sales Force

In a 3-day workshop, the men who sell electric ranges get down to practical problems of cooking for mass-feeding.

"Magirics"—in case the word puzzles you—is "the art of cooking."

"Magiric Science" is held by Hotpoint to be the art-science of modern food processing.

At Hotpoint Company's Commercial Equipment Department, Chicago,

the "Master of Magiric Science" degree is conferred once or twice a month upon graduates of the three-day "Commercial Workshop." The student body: dealers, distributors, distributor salesmen and utility men who sell to those who feed the masses.

The Hotpoint Commercial Workshop is a shirt-sleeve type of program in which trainees learn by doing—short on lectures but long on laboratory practice and entirely devoid of yawns.

Purpose of the Commercial Workshops:

1. To provide an advanced course for trainees who have previously attended one or more of the Hotpoint sales clinics.



11. GOOD GRUB A'COMIN': Salesmen learn fine points of grilling procedure on Hotpoint electric range. Steak is browned, dunked in rich gravy, enriched with a mixture of vegetables, placed in oven or over low heat for the perfect finish.



12. BAKE A PIE, BILLIE BOY? Yes-siree! A dozen or a hundred. Three kinds emerge from Hotpoint ovens. They cool slightly, then they're gobbled up as dessert.



13. GETTING HUNGRY, READER? (Your caption writer is!) Two Hotpoint distributors display their handiwork to approving cheers of Workshop fellows.

2. To furnish the individual the type of training most needed as indicated by field surveys and personal interviews.

3. To offer salesman experience in the use and care of Hotpoint equipment, particularly of the installation group, with special emphasis on food preparation.

4. To broaden the salesman's knowledge of selling special markets—schools, hospitals, etc.

5. To strengthen his sales presentation, especially on the "harder-to-sell" products such as ranges and broilers.

6. To continue further training on the complex problem of commercial kitchen layouts.

7. To familiarize the trainee with latest product developments, improvements and new products.

Hotpoint's Sales Education Department, under the direction of D. W. Grosshandler, started its school activities in 1949, with a Commercial Cooking Training Course. This basic course was further developed in 1951 by Factory Sales Clinics.

The Commercial Workshops were initially based on the idea that "The postwar picnic is over." Hotpoint feels that "gone are the days" when commercial salesmen obligingly accepted orders for power and cooking equipment. Its management realizes that selling today is a highly specialized job, requiring a scientific approach to school, industrial, institutional, hotel and restaurant markets.

Emphasis is not placed on teaching a man how to sell a particular device—enrolees are assumed to have mastered all the elementary aspects. The purpose of the workshops is to teach salesmen how to plan kitchens for scientific food processing in five distinct markets.

This may seem a tall order for a three-day course. But the laboratory has supplanted the lecture room and the student learns by "doing." The student designs kitchen layouts, masters such subjects as school nutrition and dietary requirements, modern sanitary codes, learns the use and care of equipment under extremes of heavy-duty commercial operation, gains a specialized knowledge of a modern food service operator's profit and loss problems.

Hotpoint pays the lion's share of the bill for this program, believes that results justify expense. Travel, hotel and personal expenses are the responsibilities of the companies enrolling employees.



Sell the St. Louis Market the Way St. Louis Drugstores Do

Leading St. Louis drugstores sold the
\$65,000,000 drugstore market in 1952 by
using 625,431 lines of advertising in the

ST. LOUIS POST-DISPATCH

the medium which gives you the most
thorough and economical coverage
of the St. Louis market

Circulation: Nearly 400,000 Daily, Over 450,000 Sunday

NATIONAL ADVERTISING OFFICES

New York
521 Fifth Avenue, 17
J. V. AMBROSE, Manager

Chicago
Tribune Tower
E. M. ROSCHER, Manager

Florida
311 Lincoln Road, Miami Beach, Fla.
THE LEONARD CO.

PACIFIC COAST WEST-HOLIDAY CO., INC.

San Francisco
625 Market St., 5

Los Angeles
520 W. Seventh St., 14

Seattle
603 Stewart St., 1

Portland
520 S. W. 6th Ave., 4

Hotpoint's Commercial Workshop

(Article begins on pages 30 and 31)



14. IT'S OKAY TO DROOL . . . even over your own works of culinary art. A salad team turns out cottage cheese and pineapple plate, complete with cherry.



15. CHOW TIME! With only 30 minutes to eat their own handiwork before time for the next class, the salesmen-cooks line up, Army style. Most men test a sample of each item. During afternoon session class studies and participates in planning of equipment layouts for a large hospital kitchen.



16. GRADUATION DAY: Five graduates of the three-day Hotpoint Commercial Cooking Workshop are shown wearing their "diplomas." Each man receives a heavy-duty apron on which has been printed his "Master of Magic Science" degree, and a French chef's cap. Taking a cue from a character in a Hotpoint training film, called "Fire House Freddie," Director

Grosshandler wears an actual fire chief's hat a good part of the time the school is in session. Here he's presenting a novel cocktail shaker made to resemble a fire extinguisher, as first prize to a member of the class who wrote the best paper on how to sell a Hotpoint range. Fire sirens, bells, stunts, often provide classroom change of pace.



the other side of the selling penny



In the course of our work for clients we have learned a good deal about the *other* side of the selling penny.

The side most folks think of first is the SELLER'S side . . . with all its familiar problems of pricing, advertising, distributing, selling, servicing.

But the BUYER'S side of the penny is important, too. Here you see the *buyer's* problem of finding product information, studying, comparing, and finally selecting and talking to the two or three salesmen whose companies appear to have the product wanted, or to come closest to it.

These are the two sides of every penny spent to produce orders.

The point that intrigues us is that some manufacturers, who do a grand job on the *selling* side, ignore the few simple steps that speed sales by *helping buyers buy*. Steps like this:

One client, by seeing to it that all important prospects in one market have adequate information about his process handy at all times, can now offer three courses of action in every advertisement, instead of one; now has a new sales approach for his salesmen; now automatically helps old customers get more out of the equipment he has sold them!

There is a good chance that you, too, can put *both* sides of every selling penny to work, with telling results.

If you're interested, we'll be glad to tell you more about how other manufacturers do it.



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising"® that Sells by Helping People Buy

® REG. U. S. PAT. OFF.

People and their Ideas



McCAUGHERN

R. E. McCaughern and **James H. Black** will head up a new sales management division at Hines-Park Foods, Inc. McCaughern recently joined H-P, coming to it from the New York Consulate of Ireland, where he helped to establish a national sales and liaison office for Irish food manufacturers . . . **Harry B. Bradley** has been elected general manager, *The Birmingham News* and *Birmingham Post-Herald* . . . New general merchandising manager, *The Charles E. Hires Co.*: **Peter W. Hires** . . . **Redge J. Purnell** has been named gsm, Airex Division, *The Lionel Corp.* . . . **John J. Walbeck** is the new manager, passenger tire and tube sales, *Seiberling Rubber Co.* . . . New head of the Marketing and Research Dept., *BBD & O* is **Lyle Purcell**.



GAINES

Tomorrow's Planning Today

Said **H. C. Nolen**, v-p in charge of drug merchandising, *McKesson & Robbins, Inc.*, to the New York Sales Executives Club: "Should a slow-up in business come, it might well be fatal to selling organizations which elect to wait until the moment arrives before putting their selling organizations in shape to meet it. Makeshift, hasty and stopgap measures do not lead to profitable sales. In *McKesson* we are laying our plans and preparations for keeping our sales volume up regardless of the trend which business may take. We are determined that there will be no leveling-off or slump in *McKesson* sales. Our company feels that the time to get ready for tougher times in business is right now while sales and profits are up. Training programs might well fall victims of an economy drive if we wait. We have set July 1, 1953, as the date when our sales organization will be trained, equipped and organized to meet a possible changed business climate . . . we are not forecasting a decline in selling activity on that date but we are going to be prepared to meet it at any time after that date, whether it is a matter of months, several years or even if business never declines."

Business "Bill of Rights"

Lever Brothers Company's president, **Jervis J. Babb**, recently outlined what he calls "an 11-point 'Bill of Rights' for individuals employed by American business": freedom of choice; safe and healthful working conditions; a decent living; equitable compensation for work performed; a share in the prosperity of the business; earned security; equal opportunity to progress; productivity; the right to understand; freedom of speech; and the right to belong.

James M. Gaines has been elected v-p, *General Teleradio, Inc.* He'll head the *WOR-TV* Division of the company . . . **Burnham B. Holmes** has been promoted to the newly-created post of v-p in charge of paper products, purchasing and traffic at *Ball Brothers Co.* . . . **Ralph W. Reese** will be the new head of advertising, *Frankfort Distillers Corp.*



LOCKRIDGE

William R. Lockridge is the new director of market development, *The New York Air Brake Co.* He'll direct overall sales and market policies . . . **George I. Reynolds, Jr.**, has been named assistant director of market development, *U.S. Steel Co.* . . . **Arthur B. Anderson** has been elected sm, *The Birge Co., Inc.* . . . Appointment of **Herbert A. Gumz** as executive v-p and **Norman C. Owen** as v-p in charge of sales of *Webster-Chicago Corp.* . . . **Jack Weisfeld** has been named sm of *Dan River International Corp.*, wholly-owned subsidiary of *Dan River Mills, Inc.* . . . **Russell M. Heath** is the new manager of pulp sales, *Scott Paper Co.* . . . **Herbert P. Dales** has been named sm and **Carl L. Adelman**, assistant sm, Coated Products Division, *The Carborundum Co.* . . . New gsm, *Servel-N.Y.*, distributing subsidiary, *Servel, Inc.*, is **William J. Cashman** . . . **William M. (Bud) Materne** has been named national sm for *American Broadcasting Company's* owned radio and TV stations . . . **Harry E. Beane** has been appointed v-p of sales, *The Bristol Co.* . . . The v-p for sales of *Gilbert & Barker Mfg. Co.*, has been elected president: He's **Irving C. Jacobs**.



REESE

SALES MANAGEMENT

BE ALERT to fresh opportunities every day to advance your highest and best interests.



THE future as a general rule holds something for the individual who keeps faith in it.

71st YEAR—No. 6

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Copyright, 1953, GRIT Publishing Co.

WILLIAMSPORT, PA.

Printed in America

40 Pages—TEN CENTS

General Works

On Hugo T. L. Of

Eis
His
And

Nine of the great Eisenhowers of the era major policy ing the ke with him administrat The gene on Nov. 2 President T confer with the new con in January. He will co with Senator Jr. of Mass designated as work with t administration Defense Depa major agency Dodge, Detroit al representat Bureau

Foreign Mr. Truman er will discuss policy and the t Continued on Page 10

H-Bomb Now Ad By Gove

A carefully worded the Atomic Energy has supported the United States has first hydrogen bomb of the world In a formal anno AEC said only that of atomic weapons tests had been conc wetok atoll, in the the program includ ments contributing i clear weapons resear the scientific descripti to develop an H-bom the scientists "expres tion" with the results. The AEC revealed, a is investigating a num ters sent home by ship d bers and others attach task force which cond Continued on Page 3, Column 2.



MARINES PARADE

Troop-carrying helicopters at Camp Pendleton, Cal., as the first ground-air combat review. The 21st Marine Amphibious Brigade was followed by heavy armor, jeep ambulances, and auxiliary trucks. Panther jet fighters also passed overhead.

Mr. Advertising Man:

HOW SMART ARE YOU

... About Media and Markets?
Try This Simple Quiz and See!

What percentage of U.S. families live in towns of 2,500 or less?

5% _____ 20% _____
10% _____ 31% _____

This market is best reached by:

Big-city papers _____ GRIT _____
Local papers _____ Magazines _____
Television _____

What is GRIT?

A weekly _____

A daily _____

A Sunday supplement _____

A comic book _____

A kind of food _____

Which helps most in good media selection?

ABC statements _____ Readers per copy _____

Reader brand surveys _____ Coverage maps _____

20% of America's families live in towns of less than 2,500 (and this excludes farm population)!

You must reach this market if you wish to achieve and maintain true national leadership. Yet it cannot be reached by big-city papers and magazines, which offer only scattered coverage, at best. TV won't do the job either—only 15% of Small-Town GRIT Families own sets. And few of these tiny towns have papers of their own. So your best entree is GRIT. For 70 years, this famous weekly publication has been edited expressly for the 16,000 villages which do not have their own source of news or own media for advertisers. Year after year, the effectiveness of GRIT is proved by the most positive type of media yardstick. The GRIT Annual Reader Survey shows . . . in cold, hard sales statistics . . . that GRIT sells for its advertisers.

To get your share of the great GRIT Market, contact Scolaro, Meeker & Scott in Chicago, Philadelphia, Detroit, New York . . . or Doyle & Hawley in Los Angeles, San Francisco.



In Picture at Left

ITH,
ER

to People
into Hit

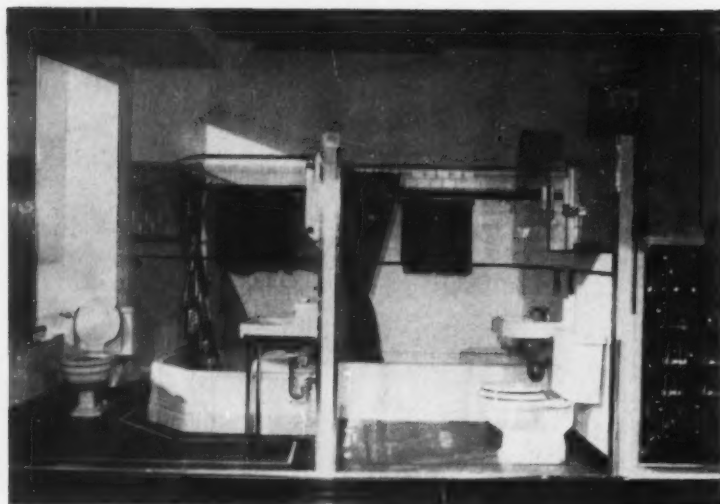
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Mayor of
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world.

Even then there was no pen
in the town. Judsonia lies in wh
Continued on Page 4, Column 2, This Issue



HOME WAS NEVER LIKE THIS: Before A. J. Brucker and G. R. Mowery, Pittsburgh, signed up for American-Standard's Better Retailing Plan, Brucker operated from his home where it was not practical to set up this kind of selling display. . . .

Now "Main Street" Faces on Plumbers' Back Alley Shops

Attractive showrooms . . . working displays . . . prices plainly marked on equipment . . . and modern promotion help today's plumbing contractors get in step with customers' buying habits. Here is American-Standard's new plan.

Based on an interview by Alvin Rosensweet with
D. D. COUCH, Vice-President, Sales,
American Radiator & Standard Sanitary Corp.

Like the outdated corner grocery that has been transformed into a glistening super market, the one-man plumbing shop, located in a garage, basement or small side street building, is on its way out. One major reason for this evolution is BRP—the Better Retailing Plan put into operation two years ago by American Radiator & Standard Sanitary Corp., Pittsburgh.

BRP is making informed retail businessmen of individual plumbers and plumbing and heating contractors who once believed that mechanical know-how was all they needed to stay in business. They have been shown how to match their mechanical skill with aggressive merchandising methods—how to utilize advertising, store

displays and modern sales techniques.

"American-Standard is doing everything it can to get the retailer to talk price to the consumer," says D. D. Couch, vice-president, sales. "Every American-Standard national advertisement from now on will mention the price of the merchandise, less installation."

Couch points out, however, that installation costs of plumbing and heating equipment vary for every job.

"We are trying to get the plumber to say, for instance, 'this fixture sells for \$91.' We want the plumber to talk price, then installation to the customer. It may be necessary, after the plumber tells the price, for him to go to the home to determine cost.

"One factor which is important to retailers who sell heating and plumbing products from a store is to be able to give simplified price information to consumers.

"The cost of a heating or plumbing installation is divided into three major segments: the product itself, the labor, and the 'roughing-in' materials such as piping, wiring, tile, etc. In one home it may be necessary to rip out tile, old pipes and plumbing. That is why the same product, installed in one house, may cost more than in another when finished."

Couch says that it is difficult to advertise a blanket, installed price, because an advertised price of the fixtures or equipment alone would not tell the complete story. As a result, most retailers prefer to quote a complete price to prospects on the basis of the individual job at hand.

The company is trying to determine the advantages and disadvantages of list prices for plumbing fixtures based on suggested retail prices. Tests made in Rochester, N.Y., and Springfield, Mo., are watched closely.

To help plumbers-turned-retailers to carry on their businesses, American-Standard will:

1. Lay out a store.
2. Offer merchandise at discount to retailers if it is used in attractive displays.
3. Make available attention-catching outdoor posters.
4. Provide display backgrounds.
5. Furnish direct-mail packages and a strong cooperative newspaper advertising program.
6. Insert listings in the Yellow Pages of the Classified Telephone Directory.
7. Turn over leads for potential customers attracted by national advertisements.
8. Train wholesalers and retailers in a thorough sales program.

Approximately 5,000 retailers have joined with American-Standard in its Better Retailing Plan. Many are men without extensive formal education who started as apprentices, became journeymen, then Master Plumbers. Many are college graduates with engineering degrees. At least one has a law degree, a degree from The Harvard University Graduate School of Business Administration and is a Master Plumber—which he says is the most important degree in his business.

Couch; Howard L. Spindler, vice-president, public relations; Robert W.

SALES MANAGEMENT

LET'S GET THIS PICTURE STRAIGHT

**IN CINCINNATI...
in 18 of America's
20 greatest markets...
the favorite
reading matter
has been and is
the evening paper.
And for
THE
evening paper...**

Cincinnati
Baltimore
Boston
Buffalo
Chicago
Cleveland
Detroit
Houston
Kansas City
Los Angeles
Milwaukee
Minneapolis
New York
Philadelphia
Pittsburgh
Providence
St. Louis
San Francisco
Seattle
Washington, D. C.

EVENING

248,007
365,401
424,759
201,399
924,702
352,772
598,152
223,234
220,503
464,303
240,028
177,145
1,726,803
573,211
312,001
119,570
295,288
185,627
169,205
415,623

8,237,733

MORNING

125,135
154,919
470,879
97,149
686,884
176,898
247,235
114,263
213,004
388,105
93,833
99,358
2,522,559
352,257
133,691
28,363
174,566
156,110
106,334
240,706

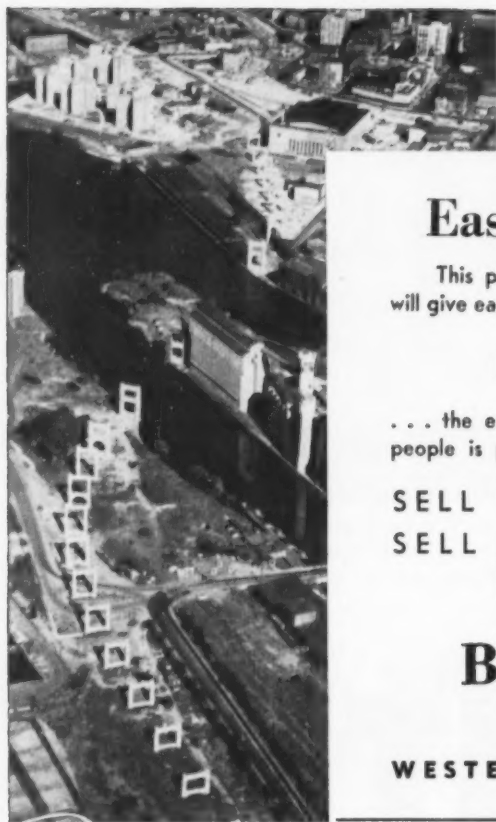
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Circulations are for the principal part of the publishing week, are for respective City Zones and are from the Feb. 9 issue of SRDS. Excluded are foreign language, commercial and sports dailies. All-day papers divided equally between a.m. and p.m.

in cincinnati . . . it's the TIMES-STAR

NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. LaSalle St.; WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11





Easier Access to BUFFALO

This photograph shows the arches of a new, high-level bridge that will give easier access across Buffalo Harbor to the city.

For The National Advertiser

... the easiest entry into the great Buffalo Market of over 1,400,000 people is provided by advertising in the BUFFALO EVENING NEWS

**SELL THE NEWS READERS—AND YOU
SELL THE WHOLE BUFFALO MARKET
OF OVER 1,400,000 PEOPLE**

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

Lear, manager, advertising and sales promotion, and other American-Standard executives have traveled throughout the country, talked in the last two years to 15,000 individual retailers about BRP.

"We believe no company can do the job without a network of retailers who can sell the way consumers want to buy," says Couch. "We feel that sales promotion, sales training and selling are synonymous terms in our industry. We blend them together so closely that we have difficulty in determining exactly what is sales promotion, what is sales training and what is selling."

In the two years it has been in operation, BRP has not been 100% successful. "The biggest obstacle to the establishment of real retailing in our industry," Couch points out, "is the general dominance of mechanical interest over sales interest."

Plumbing and heating contractors talked a great deal in the '20's about the necessity for plumbers to be retailers as well. But it was more talk than action. The post-World War I demand for sanitary plumbing and central heating surged into a sizable demand.

Even up to World War II, plumbing and heating contractors sold prin-

cipally on the basis of need. A family building a new home needed plumbing and bathroom fixtures. The same was true when a home was modernized. The home-builder or home-owner would contact a plumber and order from a catalog, or would go to a wholesaler's showroom.

American-Standard has developed a new idea since the end of World War II. The company believes that the plumber, in order to compete successfully for the consumer dollar, must capitalize on the best-known brands and stimulate selling at the retail level. It gives the plumber expert advice and shares the cost with the contractor who could move into a retail operation.

Basic Offer

The company will help a plumber or contractor pick a store site, lay out the store without charge, recommend types of displays to be used, how the store should be painted, what kind of windows should be used. American-Standard has laid out approximately 1,000 stores, and in many instances retailers have adopted part of the plan suggested.

"We don't recommend expensive

downtown corners," Couch says, "but we are convinced that clean, attractive stores that provide a pleasant atmosphere are important to successful retailing. In the heating and plumbing industry too many businesses are disadvantageously located, ineffectively arranged, inadequately lighted and too dirty. Many retailers waste money on advertising which attempts to bring customers into the kind of store that actually discourages sales."

Product display has been helped by BRP. Successful plumbing and heating retailers do not sell from catalogs. They use displays which increase customer interest. A display may consist of only one bathroom set but retailers are learning that even that is a profitable investment.

Progress has been made in dealer identification, according to Couch. When American-Standard covered the country to introduce BRP, it found thousands of plumbing and heating contractors who virtually hid their identity. Many had no signs and most of those in evidence were makeshift.

American-Standard made available storefront signs, which show dealer's name and plug American-Standard products. Retailers generally welcome

SALES MANAGEMENT

the opportunity to buy the signs and in some cases the installation of a sign results in additional business. One of American-Standard's many helpful booklets is titled "... It Pays to Identify Your Store" and includes not only outdoor signs but interior displays, decals and clocks.

The company has a direct-mail program to help retailers acquire new customers. The retailer buys 200 names of potential customers, and American-Standard sends the retailer 200 packages of direct-mail literature which he mails.

"Our average results for a six-piece mailing to 100 names has been about 2% sales and 10% good prospects," Couch reports.

"But most important from a dollar standpoint is our shared cost cooperative advertising program."

American-Standard provides mats, with the retailer paying 50% of the cost, the wholesaler 25% and the company 25%. On special campaigns, American-Standard pays 50% of the cost; it was the first major manufacturer in the industry to make this kind of offer. The company uses individual newspaper advertising, and group newspaper advertisements and radio and television.

"We have proved that retailer advertising of nationally-known products returns good sales dividends when it is used on a regular basis and when effective media are used," Couch points out. Principal faults are in overspending, underspending, using inappropriate media or advertising. Despite its evils—and American-Standard admits cooperative advertising is filled with headaches—the company is convinced that it brings business to the retailer.

\$200,000 for Listings

Listings in the Yellow Pages of the Classified Telephone Directory are one of the most important phases of the BRP. American-Standard is spending \$200,000 a year under five telephone directory listings: kitchen, furnace, heating, air-conditioning and plumbing. The company's belief that retailers would buy their individual listings under the trademark heading was confirmed when wholesalers and retailers invested more than the amount supplied by American-Standard.

This retailer telephone listing development, carried out on a nation-

wide basis, provides American-Standard with a direct link between national advertising and retail sales. Readers of the company's national advertising frequently write to the home office in Pittsburgh, asking where they can buy the products advertised. The home office refers such inquirers to the Yellow Pages of their Classified Telephone Directory. Retailers have told the company that their telephone listings and leads from national advertisements provide a valuable promotional investment.

One problem is that a retailer must have a business telephone to be listed in the classified directory, and many plumbing and heating contractors who carry on their business from a combined personal and business telephone number cannot qualify.

Inquiries from readers of national advertisements are followed up carefully. At first retailers were slow to provide such reports; now, however, American-Standard receives as many as 95% close-out reports on inquiries referred to retailers. About 50% of people who seek information have proved they are definitely in the market, and immediate sales can be closed on about 10% of the calls made.

Sales training admittedly has not

INDIANA'S BIGGEST SPENDERS



Even South Benders don't have money to burn. *But they have it to spend!* Family median income is highest in Indiana. Total retail sales are tops in the State. Here's a Blue Ribbon Market you can't afford to overlook. It is covered to saturation by the South Bend Tribune—103.3% coverage of metropolitan area. Write for free market data book, "Test Town, U.S.A."

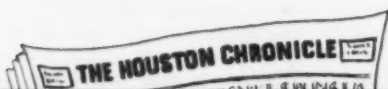
**The
South Bend
Tribune**



*The South Bend, Ind. Market:
7 Counties, 1/2 Million People*

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES



"EARS"... upper left or right corner of newspaper page designating edition or section, or containing weather report.

You're Right!

You're Also Right When You Use The CHRONICLE To Sell HOUSTON



Here's why...

The CHRONICLE'S LEAD IN HOME DELIVERED CIRCULATION IS:

20,381 more than Post (Daily)
21,219 more than Post (Sunday)
44,926 more than Press (Daily only)

This lead represents a sales potential of:

\$120,728,280.17 over Post (Daily)
\$125,692,231.83 over Post (Sunday)
\$266,122,305.82 over Press (Daily only)

This tremendous sales potential is not available through any other Houston newspaper

Sources: Sales Management (per Family Income), May, 1952.
Publishers' Statements, September 30, 1952.

40
consecutive years
of leadership in
both circulation
and advertising

For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company office.

The Houston Chronicle

JESSE H. JONES, Publisher
JOHN T. JONES Jr., President

R. W. McCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

met with the success anticipated. American-Standard has found that the average plumbing and heating contractor is more interested in mechanical training, although some assimilate all the retail sales aids they can get. Many of these aids are provided, many are listed in a booklet titled "How to Help People Buy." Motion pictures, slides and sound slidefilms, are among the training aids available.

They are designed to fit in with the primary aim of BRP—to make better retailers of men whose first concern is mechanical work. Films instruct in sales psychology, merchandising methods, and development of a plumbing business into a progressive firm where everybody is a salesman. They show retailers how to display merchandise, how to advertise and how to close sales. Latest information is provided on products; with dressing-top lavatories, for example, product features that appeal to women are emphasized.

These motion picture and sound slidefilms can be used for specific meetings put on by wholesalers and distributors, or an American-Standard representative may conduct the meetings. In the latter procedure, a wholesaler invites retailers and an American-Standard salesman puts on a 90-minute meeting, with products displayed, followed by a question-and-answer period.

Which Markets Next?

This year the company found many small towns in which it has no retailer, and is aiming at cities of 10,000 population and over. Sales offices are required to have at least one retailer in each of these cities.

"Where there is none," says Couch, "our salesmen go in and pull out the best plumber in town who is in a shop or works out of a garage and develops him into a retailer. Our best bet is a contractor with a reputation in his local community as a top-notch plumbing and heating man. He has a basic list of customers and finds that they are pleased to buy through his store.

American-Standard has run into a number of halfway jobs. Some retailers spend money to set up stores and showrooms, then go out on a job and lock up their stores. Others will not safeguard their investment in a store with a small advertising expenditure. Others do not follow through with personal selling techniques.

On the other hand, two years of BRP have convinced Couch and his associates that some factors they

SALES MANAGEMENT



7 out of 10 Redbook newsstand buyers are Young Adults!

**Proof of
Redbook's vitality with the
18-to-35-year age group**

REDBOOK's latest study shows that 71.2% of the readers who buy this "Magazine For Young Adults" on the newsstand are in the vital 18-to-35 age group. That's a 9% increase over the previous year... so, obviously, REDBOOK readers are changing—and changing rapidly—to line up four-square with its editorial target. And this is happening coincidentally with REDBOOK's attainment of the *highest circulation peak in its history*—2,040,369 (A.B.C. figures for last 6 months 1952).

Every issue of REDBOOK is aimed *exclusively* at Young Adults... the wooing-and-wedding age group... the family-forming age group. It's the brand conscious age group, too, with big immediate needs for furniture, fashions, food, autos, TV sets, appliances, beverages and a host of other products.

Look over REDBOOK. We'll gladly send you a copy. See how its editors and its advertisers are in tune with its acquisitive market of Young Adults. Then find out how you can reach it through REDBOOK at the lowest cost per thousand of any book in the field.



THE VITAL YEARS **from 18 to 35** THE VITAL MARKET

Redbook's Young Adults

America's ONLY Mass Medium for Young Adults

Over 2,000,000 Circulation... More than 5,550,000 Primary Readers

want to **HORN IN** on some
big, busy
buying?



... reach
and influence
the \$7,500,000,000
Packaging market
this No. 1 way ...

PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING

More display space per \$ on Super-Size page ...
More attentive readership with news-and-picture
features, thru-the-book format ... Stronger selling
impact on MORE important buyers of Packages
and Packaging Machines—Supplies—Services ...
15000 (CCA) ALL-BUYER circulation.



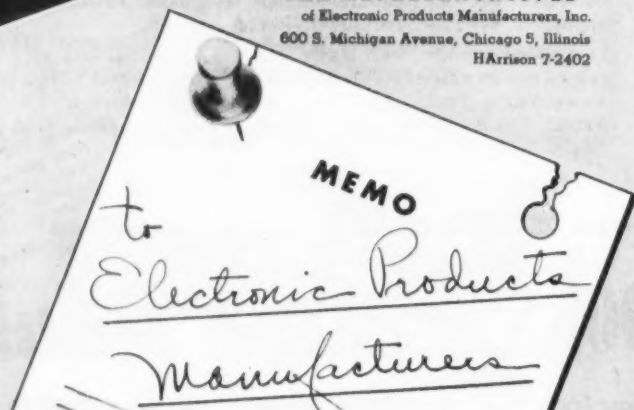
HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.
NEW YORK 17—10J PARK AVE. • WEST COAST—McDONALD-THOMPSON

These days are busy ones for the electronics industry... days when you will especially appreciate the time-saving, time-tested services of "THE REPRESENTATIVES" of Electronic Products Manufacturers, Inc. Here is an organization whose membership numbers the most highly qualified men in the field. It is fully equipped to assist you and your employees in understanding the accepted electronics industry trade practices, and to promote better relations in the industry through ethical sales representation either locally, regionally or nationally. Since 1935, the REPM has served electronic products manufacturers ably and efficiently.

National Headquarters Office
"THE REPRESENTATIVES"
of Electronic Products Manufacturers, Inc.
600 S. Michigan Avenue, Chicago 5, Illinois
HArrison 7-2402



Burton Browne advertising



How to Pay Agents

In the absence of any other determining factor as to the merit of a line commission-wise, the volume potential in a given market may be used to test the adequateness of the rate the manufacturer proposes to pay. It is an inviolable rule that the commission offered should be proportionate to the volume possible.

**How to Become a
Successful Manufacturers'
Representative**
By Marvin Laffer

thought were important are not. For instance, size of the city: They have learned that efficient retailing jobs are performed in big cities, small communities, neighborhoods and suburban areas. Age is not important, either. Men in their sixties and young men in their late twenties do good jobs.

Importance of price has been over-rated, too. The consumer is primarily interested in quality and a thorough follow-through service job. A retailer does not have to match the lowest price offered on a lower-quality product.

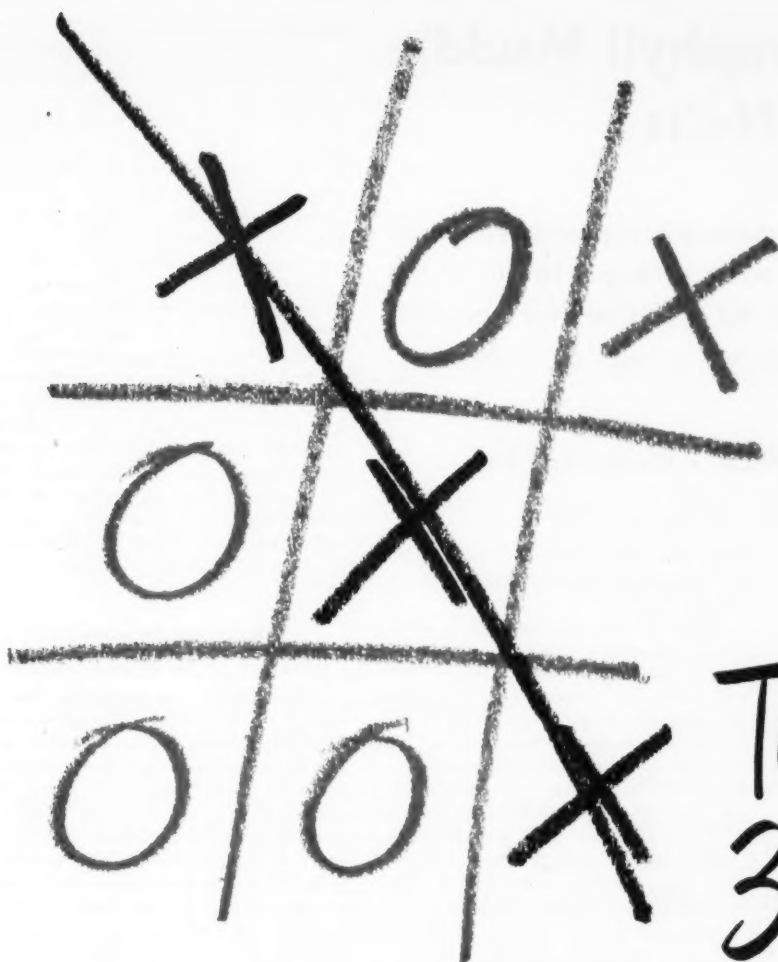
Contractors have found that by providing complete service — selling the product, installation and service — they can win out over retail stores that do not offer a complete job. People look for a source to handle all phases, from selling to installation and servicing.

The program to bring plumbers out of their shops and make them full-fledged retailers is bearing fruit. Every month, American-Standard receives fewer letters from people asking, "Where can I buy your products in my city?" This means readers are increasingly aware of American-Standard retailers, through advertising or listings in the Yellow Pages of the Classified Telephone Directory.

These fewer inquiries from potential customers are contrasted with more and more requests from retailers for promotional help and material.

And every day there's another pin in the sales map at American-Standard which shows that another retailer has been developed to display, advertise and sell the company's products in a modern store.

SALES MANAGEMENT



Tit, tat, to—
3 in a Row!

- We closed our February issue with an all-time record in the farm magazine field—the highest gross advertising revenue in our 75 year history.
- The March issue beat February—April exceeds both February and March.
- Three million dollar issues—three all-time records in a row!

Graham Patterson
PUBLISHER

The **Farm Journal**

Washington Square, Phila. 5, Pa.

FTC Eyes Chlorophyll Muddle And Bites Its Nails

Claims and counterclaims, research and pseudo-research, bales of "evidence," and sincere attempts to get at the truth, all merge to compound the confusion over a product that may turn out to be either a bust or a bonanza.

BY JEROME SHOENFELD • Washington Editor

After the label "chlorophyll" pushed on from toothpaste to potato chips, dog food and baby pants, it became a stock theme for TV comedians and then a problem for the Federal Trade Commission. As claims and jokes raced on, people asked: Isn't FTC supposed to do something about this?

FTC, it happens, is trying to write a sales rule which will squeeze out the palpable falsehoods. Months from now, it is safe to forecast, it will still be trying.

The story of chlorophyll repeats what has happened and probably will continue to happen in the proprietary drug business. Researchers discover merits. After a while, an article is published in a national magazine—usually *Reader's Digest*. Claims burst forth almost at once; the new compound is used to promote more and more products; jokes and voices of dissent appear and the products shift to cut-rate stores that buy up excess inventories. A little later, like vitamins and antihistamines, they find smaller but more solid markets.

"Why reeks the goat..."

The main gag is that chlorophyll comes from grass, alfalfa precisely, which somehow robs neither cows nor goats of their distinctive odors. Its neatest expression was in *The Wall Street Journal*:

"Why reeks the goat on yonder hill, Which simply dotes on chlorophyll?"

This kind of thing both irritates and pleases a chlorophyll champion: irritates because he hears it so often and in so many variations, pleases because he has an answer. The chlorophyll that feeds goats and paints foliage green isn't soluble in water;

what goes into pills and chewing gum is a compound that is. Only what is soluble works.

Methods for forming such compounds were patented by Rystan Co., Inc., a prescriptive drug house. Several companies process them, mainly for sale to proprietary drug companies, sometimes food companies that discover additional uses almost daily. But if there are too many such discoveries one more bubble will burst; if they were proscribed, producers no longer would dread the latest chlorophyll gag. Perhaps they could even anticipate a permanent market.

FTC's Promise

Just before Christmas, the Commission announced that it would do something about the situation. Its terse news release described the blurbs as "all inclusive" and the quoted statements of experts as "conflicting." Conferences with the industry were to bring "such action in the public interest as may be appropriate under the laws administered by the Commission." This meant a sales rule.

One might expect, on such a release, that industry spokesmen would indignantly protest their innocence, and with outraged defiance offer "to cooperate in any investigation." They didn't. One of them, Harold Wolfe, New York City, simply supplied FTC with a mountain of reported experiments, plus a bibliography of more than 300 references. American Chic Co. supplied what it said were proofs that chlorophyll improved breath. There were reports by makers of dog food. All this made so much dull reading as to suggest a campaign to weary FTC into acceptance. By long-distance telephone, Wolfe tried to talk life and lucidity into the

monotonous laboratory annals.

It would be nice for almost everybody if chlorophyll had a clear-cut performance record so that it might be described as "Fine for breath, no good for B.O.," or vice versa. Then FTC could list some of the things chlorophyll can't do and prohibit claims that it does. There's no such list. On the contrary, almost every demonstration, either of success or failure, is challenged. Often an experiment meets, not challenge, but what from the FTC point of view is worse: disagreement on what has been proved. Depending on whether he fears more to miss the bus or to be a dupe, the FTC man you're talking to leans, like everybody else, to belief or skepticism. But he has no conviction to press and hopes for an authoritative pronouncement, a crucial experiment. What he'd like most, meanwhile, is another assignment.

Bales of Research

The technical and polemic literature FTC is wading through ranges from the discoveries, described in advertisements with copywriters' license, through every degree of denial to warnings that some of the preparations may be toxic. Most of it deals with typical laboratory data: so many dogs or people were treated with, and so many without chlorophyll, leading to such and such results; repetitions of the experiments sometimes confirm, sometimes qualify, sometimes contradict.

By now, unfortunately, almost everybody who has had anything to do with the subject has a stake in it: He is a pro or an anti. Technical men have reputations, sometimes grants, to protect, and company investments as well. Whoever commits himself either way will be refuted in his own medium—scientific paper or counter-advertisement of a rival product. Lambert, whose advertising pioneered fear of halitosis, claimed tests proved that Listerine is four times more destructive of odors than chlorophyll; Colgate, apparently in reply, said its product "destroys bad breath originating in the mouth more effectively." As the debate went on, English experimenters found that the value was zero.

The first big boost for the product came in 1940 when a paper by Dr. B. Gruskin summed up earlier work and demonstrated from 1,200 cases that water-soluble chlorophyll could heal. His followers showed that chlorophyll made healing tissue grow faster. By now, this lead is being pursued everywhere; researchers are

"Where Do You Go From No"

This stimulating book written by Leon Epstein, nationally known sales and management consultant, is as concise as its title. It doesn't waste words—its direct and to the point. It gives the experiences and know-how of many years of working with top-notch executives.



LEON EPSTEIN
*Management Consultant
Sales, Advertising, and
Public Relations*

Here are a few typical comments from businessmen who have profited from reading this book.

Tremendously interesting and inspirational. Its contents constitute a storehouse of selling.

•

He has a way of putting a new slant in things that makes the tireddest old rules of salesmanship look refreshed and worth investigating all over again.

•

The myriad of impasses that salesmen are heir to are bowled over with an aplomb and effectiveness for which the author is famous.

•

A work full of new and stimulating ideas.

•

No words are wasted in the author's terse analyses.

NATURALLY, WE AGREE

Here's the opinion of this expert on advertising media. In reviewing the sales qualities of advertising media, Leon Epstein recently wrote: "Localnews Dailies stand out as the 'alive-est' among advertising media because no other kind is so intimately identified with the lives of its readers. Were I an advertiser, I would rate the 'closeness' of the Localnews Daily to the heartbeats of its readers as the most effective kind of introduction for my product. In that way I would be sure my sales message received the most cordial consideration."

WOULD YOU LIKE A COPY? The retail price of this book is \$3.95—but because we think "Where Do You Go From No" is one of the best books on the subject of sales management, we have already given many copies to our friends. If you'd like a copy with our compliments, just drop a card to our New York office—no obligation, of course, as long as our supply lasts!

The JULIUS MATHEWS SPECIAL AGENCY, Inc.

400 Madison Avenue, New York 17, N. Y.

Telephone PLaza 5-1570

Newspaper Representatives

Firm advocates since 1894 of the fact that the most important element in making an advertising medium is LOCALNEWS.



Each year the Oil Industry spends \$2 billion for equipment and services. Here markets for both new and old products are being established constantly. Has your company overlooked America's fastest growing market? Perhaps some of your products now have accepted or possible applications in this tremendous industry.

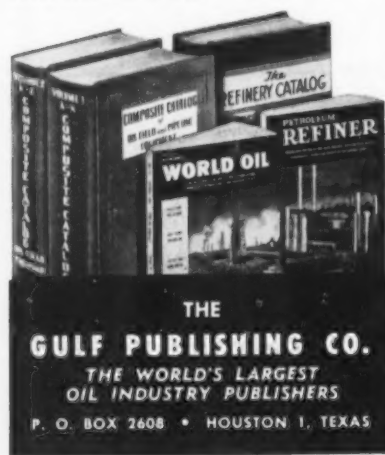
The Producing-Pipe Line Division of the Oil Industry explores for, drills, produces, and pipe lines oil and gas. It uses everything from 5¢ nuts to \$500,000 drilling rigs.

The Refining-Natural Gasoline-Petrochemical Division refines the producing branch's raw materials into the thousands of useful petroleum products you use every day. This Refining Division uses everything from \$1.00 packing to \$1 million processing units.

DOES YOUR PRODUCT HAVE A MARKET IN THE OIL INDUSTRY?

The world's largest oil industry publishers can tell you quickly what and where your market is in the specialized divisions of the oil industry. Gulf specialized publications reach 90% of the industry's known buying power. Research knowledge gained over 36 years can help you determine your share of the market.

Send us your catalog or sales literature. If you have a market here, our industry-manned Constructive Study Panel will review your products and return to you an analysis of your sales possibilities in this industry. Inquiries will be kept confidential, and you are under no obligation. Address Dept. SM, Gulf Publishing Co., P. O. Box 2608, Houston 1, Tex.



seeking ulcer cures, etc. Veterans Administration reports good results from chlorophyll as a healer but, according to Washington information, the Army doesn't use it in Korea.

An advertisement reads: "Boy's Town dentists found Chlorodent twice as effective as a fine white toothpaste to quickly reduce acute gingivitis, widespread mouth disorder." Here's what happened: On grants from Lever Brothers Co. and Rystan Co., Inc., dentists divided several hundred boys, age 10 to 18, into three groups; those in two groups used different dentifrices which contained chlorophyll; those in the third had no chlorophyll. Improvement was much faster for the chlorophyll boys, but regular brushing without it brought the same improvement for the others, even if more slowly. In time, everybody reached the same stage.

As results of the tests were translated into advertising language, the *Journal of Periodontology* published an article with this key sentence: "It should be emphasized that the overly optimistic claims in the advertisements of Chlorodent were not in conformity with the careful and moderate statements in the manuscript."

Other dentists have repeated the Boys' Town test on grownups and reported no results.

How it Began

It's the effect on smells which has stirred most enthusiasm and angriest criticism. The tip came in Gruskin's paper but was not developed there. Through the next decade technical literature grew up which dealt mostly with the odors which confront doctors in hospitals. There were various reports of effectiveness or the lack of it as chlorophyll was applied directly to wounds. In 1950, *Reader's Digest* described the discoveries, and the storm broke. On every drug counter, chlorophyll toothpaste pushed aside the ammoniated varieties, whose importance in preventing decay was suddenly snubbed.

Reports on tests involving breath, "BO," etc., follow this pattern: pages and pages on how the experimenters got around the prime difficulty of measuring smells; how those doing the smelling were chosen; care with which their reactions were recorded, etc. Then comes actual smelling before and after chlorophyll, and impressive mathematics of the recorded scores. Sometimes the technicians work out what they believe to be chemical or other equivalents for

How to be a Fool

Don't fool yourself by believing that dealers pay no attention to advertising. You can sell any good product with advertising—and your dealer knows it. He may be just playing possum to see how much advertising you can show him, or to see where he enters the picture. Don't be bashful about telling him—plenty.

**How to Sell like a
Star Salesman
By Harry Simmons**

odor, which eliminate smelling from their experiments. In creating these equivalents, they must use their own or other people's noses but at least push to the rear what they call the "subjective element."

In one set of experiments described to the Society of Cosmetic Chemists this December, gum or lozenges stopped onion or tobacco breath. Onion juice smells stopped for good but those from chewing raw onion came back, evidently because some of it lodged in the teeth. Against these are opposed more recent experiments described in the *Glasgow Medical Journal*, which found chlorophyll comprehensively useless, whether it was onion, garlic, tobacco or skunks.

Whatever the results of such experiments, they leave doubts. Those who read them can't be sure either of the exact smelling capacities of the subjects or of the accuracy with which they describe their own reactions. How much of which chlorophyll compound has been used is not always stated; therefore exact repetition is difficult. These strictures apply to British as well as to American work in the field.

But in Beth Israel Hospital, New York City, a couple of doctors published results which must make even the most practiced and stubborn skeptic uncomfortable. There's an operation, "colostomy," which involves opening the lower intestine; its stench overwhelms doctor and patient, pervades the surrounding hospital rooms; it's horrible and impossible to mistake. Surgeons applied chlorophyll; it disappeared. Repetitions by others suggested only minor qualifications; that is, that pills must be coated lest they lose their chlorophyll en route.

The Beth Israel test makes it impossible to dismiss chlorophyll as a smell-killer. Clearly, there's something in it. There's at least a pre-

sumption that it kills smells other than those of colostomies.

In the U.S., harshest criticism came from Dr. A. W. Corwin, head of Johns Hopkins University Chemical Department, in a recent paper before the American Chemical Society. He stated that beyond doubt pills or gum work, and added that the copper they sometimes contain may burden the liver. Food and Drug Administration at once overdosed with miscellaneous compounds dogs and rabbits, which retained their health and, a laboratory man added, their customary smells.

FTC is having a hard time. The chlorophyll in drug counter products is not standard so that it's always doubtful, even if you accept a favorable test, that it applies to a particular product. Second, most of the tests are just convincing enough to make you observe, "Well, maybe."

Under the circumstances, it seems FTC may take these courses:

It can issue a general rule forbidding manufacturers to say too much. This is merely statute in paraphrase. It's worth doing only when FTC

can readily identify and prove falsehood.

It can outlaw specific claims; that is, the kind made by laundries which dump the wash in green fluid. This sets up a contrast that's too favorable to some of the claims not being outlawed.

It can wait, do nothing. Then, for the time being, the sky is the limit on what manufacturers may claim, or, rather, the sky plus ridicule. This could kill the industry.

Meanwhile, the chlorophyll makers are not idle. Some are trying to develop honest products. Soon a research foundation may be set up. There will be attempts to learn more about both the sense and the chemistry—or physics, according to some—of smell, and more about its relation to chlorophyll. What happens when chlorophyll is swallowed, which isn't known at present, may be discovered: through the use of tagged particles, perhaps, purchased from the Atomic Energy Commission.

By the time FTC can write a rule, the whole industry may have grown up—or died.



**STEP UP TO
YOUR BEST BUY
KELVINATOR!**

WHEN THERE ISN'T ROOM for both appliances and displays, dealers usually junk the manufacturer's displays. Ralph Hunter, display manager, Nash-Kelvinator Corp., stepped squarely up to the problem, brought out 20" x 36" floor mats that can be used with any of the company's major products. Aim: save space without sacrificing impact. Kelvinator dealers order them through their distributors. Made by Perfo Mat & Rubber Co., New York 16, N. Y.

**RICH
CENTRAL
FLORIDA**

*Where the Oranges Grow
Where the Cattle Graze*

IS AN

**ISLAND
MARKET**

COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING EVENING SUNDAY
ORLANDO, FLORIDA


Not Reg. BURKE, KUIPERS & MAHONEY



NEW CUSTOMERS
guaranteed with
ORCHIDS for PENNIES

Graham Dible **THE ORCHID KING**
8TH AND WALL, LOS ANGELES 14
TUCKER 2492

**SEND FOR FREE
BROCHURE**



**The Hobby That Changes
The Course of Men's Lives**

WORLD'S LOVELIEST trees perfectly proportioned to only 18 inches height are nature's masterpieces—and YOU can grow them! Card table or window is space enough for 36 of these beautiful, exotic trees. This delightful, inexpensive hobby can easily bring you both happiness and lifetime financial security. Let us prove it! Write today for free details. **MINIATURE FORESTS**, Dept. F, 325 Bankers Trust Bldg., Indianapolis 4, Ind.

FOR SALES TRAINING USE

SOUND FILM STRIPS

PRODUCED FOR YOUR FIRM BY
VIC HERMAN STUDIO PRODUCTIONS
15 WEST 44 STREET N.Y.C. 36, N.Y.



UNBELIEVERS in the claim that Fiberglas curtains can, indeed, go from wash-tub to windows without the usual painful pause at the ironing board, stayed to buy when the operation took place before them. Here's a look-in at a demonstration staged by Bloomingdale's, New York.



Wash-and-Hang Demonstrations Break Retail Jam for Fiberglas

Consumers just weren't buying until Owens-Corning took a firm grip on the sales problem at the dealer level. Then, with a promotional program centered on proof-of-performance, sales of curtains multiplied by four in two years.

Based on an interview by Etna M. Kelley with
JOHN W. DOUGHERTY • Merchandising Manager
Textile Products Department, Owens-Corning Fiberglas Corp.

Demonstration did it.

The 1952 annual report of Owens-Corning Fiberglas Corp., Toledo, O., announced that marquisette sales for the year were four times those of 1951. During that time "wash-and-hang" has become the company's sales slogan.

Surveys show that Fiberglas has climbed to a position not far behind nylon among curtain fibers. Most of this progress has come in the past two

years, since the company developed facilities for full-scale production of the glass yarns of which the material is made.

It is paradoxical that the important assets — quick drying, no ironing needed—grew from what started out as a defect. Fiberglas curtains and draperies were originally developed before World War II, as the answer to a demand for flame-resistant hangings in public places. Several dis-

astrous night-club and dance-hall fires had roused the public to consciousness of the flammability of ordinary window coverings. Not subject to that hazard, Fiberglas curtains found a ready institutional market.

After the end of the war, the company began in a small way to offer Fiberglas materials for home curtains. But there were complaints from many of the women who bought them. They said that the fibers abraded when rubbed against one another while being laundered.

To overcome this tendency to abrade, the company's technicians developed a finishing process which includes a heat treatment that causes the threads to soften and acquire a permanent set. To the delight of the sales department, the treatment not only created satisfactory resistance to abrasion, but imparted a no-crease quality to the material, so that it need never be ironed. Furthermore, the "hand" or draping quality of the fabric is improved by the treatment. All this adds up to a happy sales picture, the answer to the prayer of the home-



CIRCULAR CUTOUTS, in graduated sizes, stress the six major sales points for Fiberglas. Stores are encouraged to hang curtains, attach the tags in various spots. Objects: 1. to attract attention; 2. to answer questions that arise in the minds of customers; 3. to save time for salespeople.

maker eager to reduce laundry chores. Realizing this, Fiberglas' management has capitalized on this asset, notably in television advertising, where the wash-and-hang operation can be demonstrated to large audiences. The test has been repeatedly described and recommended in radio commercials, and in publication advertising. More than 1,000 stores have staged major wash-and-hang demonstrations; and hundreds of smaller stores have staged single-basin miniature demonstrations, using tie-backs instead of full-size curtains.

The short history of Fiberglas curtains includes still another near-disaster-with-happy-ending episode. It dates back to the fall of 1951, when Garry Moore began to advertise the product over his TV show on the CBS network. The wash-and-hang demonstrations had previously been used successfully on the Dorothy Doan TV shows in a few test markets, so the technique was repeated—but the expected sales increase did not materialize.

After two weeks of meager results which did not justify the outlay for the Garry Moore show, Fiberglas officials were worried. They concluded that the fault lay not in the wash-and-hang commercials (already proved successful), but in the fact that dealers were sitting on their hands, as far as these curtains were concerned. The company did not

blame retail sales personnel, who knew little about the performance of this new material and were not prepared to answer the questions shoppers would ask about it.

Something had to be done by Fiberglas, almost overnight—and it was done. Within less than a week after the decision had been made, retail personnel had learned what Fiberglas is and how to sell it. Here's how it was done:

Owens-Corning Fiberglas does not sell to retailers, but to weavers of curtain cloth (and at the present time to weavers of drapery fabrics as well). Obviously, the company's sales staff could not jump in to remedy the situation, having neither the time nor the training to work with retailers.

In the emergency, the company engaged the services of The Merchandising Group. This organization has headquarters in New York City and representatives who cover 60 key cities—women who are well acquainted with retailers in their respective territories, and who are accustomed to making sales presentations. They are especially adept at planning promotions and in co-ordinating the sales activities of the various departments of a store, in behalf of a manufacturer client. Portfolios of informative and promotional material were hurriedly assembled at Fiberglas headquarters and sent out



A FLAME THROWER, activated by a touch of a button, projects a gas flame against Fiberglas fabric to prove non-flammability. This display unit is rotated among stores sponsoring Fiberglas curtain promotions.

to TMG representatives. These women got busy immediately, called on merchandise managers and buyers, assumed the responsibility of training salespeople and preached the gospel of profits to be garnered by cashing in on the popular Garry Moore program. Before the advertising schedule was completed, it was more than paying its way and the Fiberglas trend had begun.

That experience taught the Fiberglas management the necessity of including retailers in their sales campaign planning. As a result, when Fiberglas curtains were included in

These are the FACTS that sell Fiberglas

| | |
|---|---|
| EASY LAUNDERING | wash and hang in only 7 minutes! |
| NO IRONING | just wash and hang! They will never wrinkle—need no starching—no stretching! |
| SHRINK PROOF | Fiberglas curtains cannot shrink. Never need altering. Never change their original size. This saves money! Buy exactly the size you need. |
| SUN-PROOF | sunshine does not affect glass yarn any more than it does a window-pane! |
| HEAT PROOF | unharmful and unaffected by radiator heat. Won't stain, turn brown, or rot. |
| WON'T BURN | glass cannot burn. Perfectly safe in the home, even near your kitchen range. |
| STAY CLEAN LONGER | don't absorb or attract soil. This means less washing drudgery. |
| PEST PROOF | silverfish or other insects will not attack them. |
| PERFECT IN ALL CLIMATES | mildew-proof and rot-proof—particularly suited for use in all climates—even damp, humid areas. |
| TRANSLUCENT BEAUTY | Fiberglas curtains give a new, luxurious look to windows which lasts the life of the curtains. |
| No other curtains have ever been so easy to care for! No other curtains have all these important qualities! | |

FOR RETAIL SALESPeOPLE: An a-b-c manual (above, two of the pages) goes to the heart of the question, "What do I have to say to sell Fiberglas?" Contains questions commonly asked by shoppers, supplies answers. Sample: "Are those curtains hard to alter?" Answer: "Not at all. Just baste and sew with a loose tension and large stitch."

the family of products advertised on the Arthur Godfrey TV and radio programs which began last fall, retailers were invited to participate.

As in the previous campaign, The Merchandising Group representatives covered the stores, but in this instance they took with them an assortment of well-chosen tools assembled into kits. Though not required to do so, many of the company's salesmen made a point of accompanying TMG women on important calls and worked with them in other ways—appearing on local radio or TV programs sponsored by stores, for example.

Greatest emphasis has been placed on inducing stores to put on special promotions, including displays, publication of local advertising, and staging wash-and-hang demonstrations. As an incentive, the company has been paying \$40 toward the salary of the demonstrator working in a store. In addition to the usual promotional materials, a number of props are rotated to as many stores as possible. One is a flame-ejecting machine, with which the flame-resisting quality of Fiberglas is demonstrated. (See photo,

page 51.) Recorded sales talks by Arthur Godfrey are distributed to the stores, to be played in curtain and drapery departments. Stores unwilling or unable to put on full-scale wash-and-hang demonstrations may send for Fiberglas basins in which to wash curtain tie-backs, to show how quickly they dry, and that they require no ironing.

There is a vast difference between the co-ordinated material in this season's kits for presentation to retailers and the kits assembled during the emergency of the Garry Moore campaign.

Actually, there are now two kits, one for curtains and one for draperies, which are important in the Fiberglas sales picture. Each has its distinctive color scheme: yellow, gray and black and white for the curtains; green, gray, black and white for the draperies. The curtain kit contains swatches of the fabrics themselves. The drapery kit contains color illustrations of various patterns. Each contains sketches of suggested interior and window displays; proofs of advertisements for which mats are avail-

able free from Fiberglas; reprints of consumer advertising; photographs of Arthur Godfrey. There are also lists of sources (manufacturers of the marquisette curtains, and firms selling the drapery fabrics).

The lesson learned—that sales training must go hand in hand with advertising—has been remembered. Especially useful is an educational booklet for salespeople, which provides information in the form of typical questions likely to be asked by shoppers, and the answers. Here are examples: "How about ruffled curtains—don't they need ironing?" (They don't.) "Shall I allow for shrinkage?" (Fiberglas curtains cannot shrink.) "Are the curtains fade-proof?" (Yes, because the color is baked into the glass.) "Should I starch them?" (No.) In addition to the leaflet for retail sales training, there is an informative folder for point-of-purchase or direct-mail distribution to consumers.

Highlights for Sales Points

Fiberglas management believes firmly that the curtains must be displayed hanging to be appreciated; that to examine them when they are flat on the counter, or in the package, is insufficient. Stores are encouraged to hang the curtains in the department, and to attach to them cardboard circles, each bearing a printed sales feature. These circular cut-outs, of graduated size, are furnished to the stores with special clips for attaching them to curtains. They enable women to visualize how the curtains will look in their homes, save saleswomen's time by eliminating many customer questions.

TMG representatives take the kits to the stores according to a pre-arranged schedule, attempt to make presentations to merchandise manager, buyer, and perhaps display and advertising heads. At the close of the interview with the store official who has the authority to schedule a wash-and-hang promotion, the TMG representative checks with him, using a printed form furnished for the purpose, on promotional material wanted: advertising mats, display sketches, point-of-purchase leaflets, special props, etc. An interesting feature is that the check list is attached to a self-addressed envelope, so that it may be mailed immediately after the interview. This is better than waiting till the end of the day (or the next day, or the day after that) to send a batch of such requests to headquarters.

TMG representatives work closely

Makes
good merchandise
sell better...

Kodapak Sheet

"Kodapak" is a trade-mark.

Why do products packaged in Kodapak Sheet sell better? Why do they command higher prices?

Two reasons are shown here—
right in this photograph.

ONE: Kodapak Sheet is clear as crystal, color-
true, shows merchandise without distortion.

TWO: Kodapak Sheet protects as it sells,
keeps merchandise fresh, clean—
free from finger marks.

AND: Because Kodapak Sheet is so handsome
looking—customers often select one product
over another just to get the package.

For further information . . . consult your
designer or container manufacturer . . .
or get in touch with your local
Kodapak Sheet representative.

**Cellulose Products Division
Eastman Kodak Company
Rochester 4, N. Y.**

Sales offices: New York, Chicago, Dallas.

Sales representatives:
Cleveland, Philadelphia, Providence.*

Distributors: San Francisco, Los Angeles,
Portland, Seattle
(Wilson & Geo. Meyer & Co.),
Toronto, Montreal (Paper Sales, Ltd.).



here's help with your **five**

Every industrial marketer has these 5 basic catalog problems:

1 design

To fit product information to the separate needs of each separate buying group.

2 production

To get out from under production detail, and to get quality results at quantity prices.

3 coverage

To locate the right companies, right offices, right people...who should receive his catalog.

4 accessibility

To arrange to anchor the catalog in the offices of his prospects...so that they can always find it.

5 coordination

To tie good catalog procedure in with advertising and selling.



catalog needs

Sweet's long experience in catalog design, production and distribution can help lighten your load on any one or any combination of your five basic catalog needs.

Sweet's will help you analyze your markets; determine buyers' requirements in each market; plan catalogs for specific buying groups; organize contents for ease of use; prepare rough and finished dummies.

Sweet's will assume full responsibility for all details of drawings, photographs, engravings, type composition, printing, binding. Because of the volume handled, Sweet's can offer the advantages of quantity printing without sacrifice in quality.

Sweet's will help you improve your catalog coverage pattern. We spend over a quarter of a million dollars a year to find out exactly which people in the right offices, in the right companies have the most need for your catalog.

Sweet's will place your catalog, bound together with other manufacturers' catalogs of interest to your prospects, right where it can be found when buying needs arise.

If you distribute your catalog under the Sweet's plan, we can provide specific suggestions for reminding prospects that your catalog is on hand in their offices. And we can offer practical ideas for helping your salesman make better use of your catalog in their selling. Thus Sweet's can help you improve your over-all marketing efficiency.

If you sell to industrial or construction markets, the Sweet's man in your locality will be glad to show you how other industrial marketers use Sweet's facilities to work out better solutions to their catalog problems.

Sweet's Catalog Service

designers, producers and distributors of manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40th STREET, NEW YORK 18, NEW YORK

Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco

"This is the size we grow for the Growing Greensboro Market!"



Sales Management Figures

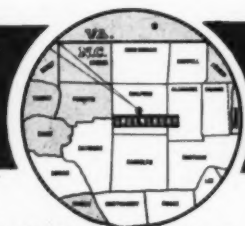
THE JUICIEST MARKET in the South's No. 1 State—North Carolina—is far and away the rich and productive 12-County ABC Growing Greensboro Market . . . The record: 1/5 of North Carolina's nearly \$3-billion retail sales is made by 1/6 of the State's people living in the Growing Greensboro Market. These 691,600 folks also account for 1/5 of North Carolina's purchases of food, drugs, furniture, cars, and general merchandise . . . To squeeze the most fruitful results out of your advertising dollar, better call on the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented Nationally by Jann & Kelley, Inc.



with the Merchandising Department of Fiberglas, sending in detailed reports. The company's management considered employing its own staff of women to do this promotional work, but decided it would be preferable to use TMG's existing facilities. There is a staff of women trained to do work of this kind, located in key cities throughout the country. Since they live within their territories, travel expense is kept down. Working for other clients, they have established relationships with department store personnel. They are paid only for the time they actually put in for a client. At the height of a campaign, all might be working full-time for Fiberglas; between campaigns they can work for other firms, and Fiberglas is relieved of the expense of their fees.

Kits are used most extensively by TMG representatives, but copies are also supplied to the salesmen of companies that manufacture curtains of Fiberglas and sell to the stores. Depending on the initiative of the firm and of the individual salesmen, varied use is made of the kits. Sometimes the drapery and curtain buyer in a large store is "given the works" several times with the Fiberglas portfolio. A Hartford buyer said, half-

plaintively, that he had had to go through the portfolio six times. He ended by putting on a big promotion in his store.

From the impact of hearing so much about Fiberglas wash-and-hang potentialities, buyers sometimes become quite enthusiastic. An executive of the company went into a large Chicago store during a promotion and found the buyer elbow-deep in his own wash-and-hang demonstration, but using Tintex instead of soapsuds.

Good Idea, but

Since the glass fibers are non-absorbent, dyeing is not recommended for the material; the color comes out of it when laundered. But, as another instance of the possibility of capitalizing on what some might regard a handicap, that buyer was suggesting: Change your color scheme every time you wash your curtains.

With so high a proportion of the firm's advertising budget going into television, management is naturally concerned about the effectiveness of its programs. To test results, sales audits have been made in certain markets. Studies were made recently in

10 selected stores. The plan entailed checks by TMG representatives before the TV advertising campaign began and during the campaign; a third will be made after its close. Sales records of all leading curtain fibers will be obtained. It was through a sales audit that the relatively high position of Fiberglas—not far behind nylon—was discovered.

Fiberglas curtains and draperies are advertised on 33 CBS TV stations, and 186 radio stations, with Arthur Godfrey as the star performer. Commercials lend themselves to visual treatment, and the quick rise of the product is attributed largely to TV. Nevertheless many markets cannot be reached by TV, so that management is giving thought to the problem of making Fiberglas curtain radio commercials more effective. Two magazines, *Good Housekeeping* and *The New Yorker* are also used.

Emphasis is on merchandising. This is indicated by the fact that John W. Dougherty, merchandising manager of the Textile Products Department, was at first advertising and merchandising manager. Soon after the firm went into full-scale production it was apparent that directing the merchandising activities would be a full-time job, so he was given it.

Here's Why More Pittsburghers Now Shop the **POST-GAZETTE** For **AUTOMOTIVE VALUES**



- 1. MORE AUTOMOTIVE ADVERTISING**—The Post-Gazette carried more automotive advertising in 1952 than any other Pittsburgh daily newspaper . . . 54 per cent more than the Sun-Telegraph and 17 per cent more than the Press.
- 2. MORE NEW CAR ADVERTISING**—The Post-Gazette carried more new car advertising in 1952 than any other Pittsburgh daily newspaper . . . 87,754 lines more than the Sun-Telegraph and 74,266 more lines than the Press.
- 3. MORE LOCAL AUTOMOTIVE ADVERTISING**—The Post-Gazette carried more of this lineage than both other Pittsburgh dailies combined in 1952! Included is all automotive display advertising placed by Pittsburgh retailers and department stores.

Yes, Something Is Happening in Pittsburgh

Pittsburgh Post-Gazette

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT



TASK FORCE to open a new territory, gets six days of uninterrupted and intensive sales training while traveling in a specially equipped railway car. Car had facilities for audio-visual instruction.

Cross-Country Classroom



SIDE TRIP to St. Louis home base provides opportunity for lessons from Falstaff display specialist.



NEW SALESMEN traveled with veterans to get on-the-job training.

A school on wheels was Falstaff Brewing Corporation's answer to the problem of how to train salesmen for the operation of a new territory.

Nineteen new salesmen for the company's recently organized Pacific Coast Division made a 2,000-mile round trip to Falstaff's New Orleans plant in a cross-country classroom, a railroad car specially equipped for lectures and audio-visual instruction.

The plan was part of a four-week training program and one of a series of events leading up to the launching of sales in the new West Coast territory. Wieland's brewery, San Jose,

Cal., became Falstaff's fifth production unit when the company purchased the property from the Pacific Brewing & Malting Co. last December 15.

Even before the purchase, the sales department in Falstaff's St. Louis executive offices was working on a program to develop the new market. A nucleus of company-trained sales specialists was groomed for transfer and, once transferred, was immediately augmented by a number of salesmen new to the company and product. The special sales school and trip to New Orleans were designed to ready these men for "F-Day," the day

in March when Premium Quality Falstaff was to hit the Northern California market.

As explained by Karl K. Vollmer, Falstaff vice-president and director of marketing, "We were opening a new territory, and it was not our aim to creep into it. We were able to point up the new sales organization with seasoned men from other divisions, but we definitely wanted to bolster them with men from the West Coast. The new men not only were to be experienced in the beer business, but would have to be steeped in Falstaff's own tested sales methods. The travel-

True Story Women's Group Challenges You . . .

Knock On Any Door

in a wage earner neighborhood



Chances are 1 to 4 you'll find at least one major appliance
bought during the past year

That's natural. Wage earners today have more money to spend than ever before. They're spending it, too! Big!*

Chances are 1 to 2 you'll find at least one reader of a great
True Story Women's Group magazine

That's natural, too! For almost 35 years Macfadden has studied . . . surveyed . . . served wage earners exclusively AS NO OTHER MEDIA HAS! Every story, every article, every feature in True Story Women's Group magazines is edited for wage earners—catering to their tastes, their needs, their judgment of what makes good reading.

NEWS FLASH!

Across the nation, stores
that serve wage earners
are doing the big volume
in today's appliance sales!

Check your own
sales figures!

* To see what they earn and how
they spend — write for your copy of
AMERICA'S NEW BUYING POWER

If it's wage earners you want, turn to

TRUE STORY *Women's Group*
the market place of wage earner America!

MACFADDEN PUBLICATIONS • 205 EAST 42 STREET • NEW YORK, NEW YORK • OFFICES: CHICAGO, SAN FRANCISCO



G. Theo. Larson
President

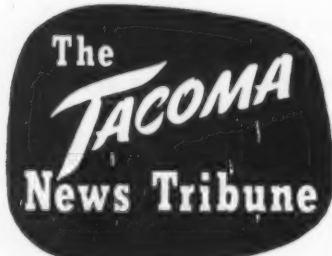
JONES-PRATT CO.
Prominent Food Brokerage
Company in Seattle

Says:

"SEATTLE ALONE, OR TACOMA ALONE CANNOT DO OUR MERCHANDISING JOB IN THE NORTHWEST"

"We represent a select variety of nationally advertised lines of merchandise, and we have learned by experience that Tacoma must be figured prominently in any sales and merchandising efforts we make in the Puget Sound country," said Mr. Larson. "To do otherwise would mean a great loss in our sales total. Seattle and Tacoma is an important market for us, but both must receive individual attention . . . Seattle coverage alone is not enough."

Think twice about Tacoma! It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why—on Puget Sound—you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Co.



and KTNT TV - AM - FM
Transit Radio



ing school was a solution to the training problem."

The train trip was designed to accomplish two objectives, according to J. V. Fort, Falstaff sales training co-ordinator in charge of the project.

"We wanted the men to see a Falstaff success story rather than to tell them about one. By making use of traveling time for specialized instruction, we accomplished our training job quickly and efficiently." Fort stressed the point that the trip developed optimism and enthusiasm, important sales training factors.

Of the four Falstaff plants at St. Louis, Omaha, and New Orleans, the New Orleans plant was chosen because market and climatic conditions of that area are similar to those in California.

Two Comparable Markets

New Orleans and San Francisco, headquarters of the Pacific Coast Division, are seaport cities. Each is surrounded by an agricultural area, and each has a military base. In addition, both cities are tourist centers. It was considered important to show trainees what Falstaff had done in the South and what could be done in the West by a sales-minded group.

The New Orleans plant was purchased by Falstaff in 1937. At that time plant facilities were smaller than those at San Jose today.

However, the New Orleans plant has undergone a number of expansion programs in the last 16 years and in May, 1952, that phase of the company's long-range program was culminated with the dedication of the modernized and enlarged plant. The largest brewery in the South, the plant was dedicated to "Falstaff's faith in the continuing growth of the South."

The training program began on January 19 with a week of preliminary sessions at the Alexander Hamilton Hotel, San Francisco. The group entrained for New Orleans on January 27 for a week of on-the-job training, and returned to San Francisco on February 10 for a final week of instruction.

For the trip East, Falstaff arranged with Southern Pacific Co. officials to use a combination car, containing sleeping compartments and a lounge, to serve as classroom. The lounge was fitted with special electrical adapters to permit use of sound-slide projectors.

It was arranged for the car to be coupled at the end of the Southern Pacific's Argonaut, so that the sales team could enjoy the privacy of the

car for classroom work.

A special dining schedule was set by the train's steward to serve the sales team as a group. Thus, no time was lost from the classroom schedule.

Three days enroute provided for a daily schedule of eight hours in the classroom. Three sessions were held daily—morning, afternoon, and evening—with additional instruction for those who wanted it.

Instruction began with lessons on background and development of the brewing industry, and included lectures covering production methods.

"Experience has proved that the best salesman knows his product—and that means he knows the processes by which and the ingredients from which it is made," says Fort.

The history of the Falstaff organization was given, going back three generations to the founding of the company before prohibition by the late "Papa Joe" Griesedieck. Salesmen learned how Falstaff was first in the industry in multi-plant operation, and how the company acquired its present widespread brewing units.

The story led up to Falstaff's purchase of the San Jose plant and covered the program which began immediately to ready facilities and to organize a force for introduction of Premium Quality Falstaff in the California market.

Skits Help to Teach

Transfer of Falstaff-trained technicians and movement of a supply of the firm's own thoroughbred strain of yeast—flown from St. Louis in the company airplane, specially outfitted as a flying laboratory for the delicate shipment—were part of the transformation story. A period of turning out test brews to insure uniform quality and flavor to match the eastern product, selection of a distributor force to blanket the area and launching of an extensive advertising program were factors in opening the new territory.

To heighten interest during the trip, Fort introduced a variety of instructional methods. One diversion was a three-act skit enacted by members of the sales team. It was a tavern scene, and the plot was intended to show how selling can be accomplished under the most difficult conditions. The only prop required was a desk, which represented a bar.

Demonstration sales played a major part in the school on wheels. Fort placed each man's name in a hat. Then he drew the names in pairs. The first name was to act as

the customer, the second as salesman. Class members observed while each salesman tried his approach. Each member graded the others on sales presentation. Points were given for interest, understandability, dramatization, good will, etc. A prize was awarded to the salesman with the highest rating.

The afternoon before the group's arrival at New Orleans, Fort asked each man to write a sales talk. "This," Fort says, "was designed as a test to determine whether the men could make profitable use of what they had learned about the brewing industry in general and Falstaff in particular."

Ready for the Job

In New Orleans, the group was divided into three sections for specialized training to enhance the previous group training. Five, who will be off-premise salesmen, continued their trip by rail to St. Louis where they received merchandising instruction under the direction of John Boyle, Falstaff's display specialist.

Four others, who will be territorial sales managers, left to spend a week working successful Southern Division points at Houston and Fort Worth, Tex., Baton Rouge, La., and Jackson, Miss. These territories are similar to those they will work in the West.

Ten, who will be San Jose and San Francisco city salesmen, remained in New Orleans for their on-the-job training with city and driver-salesmen. They traveled with a different New Orleans salesman each day.

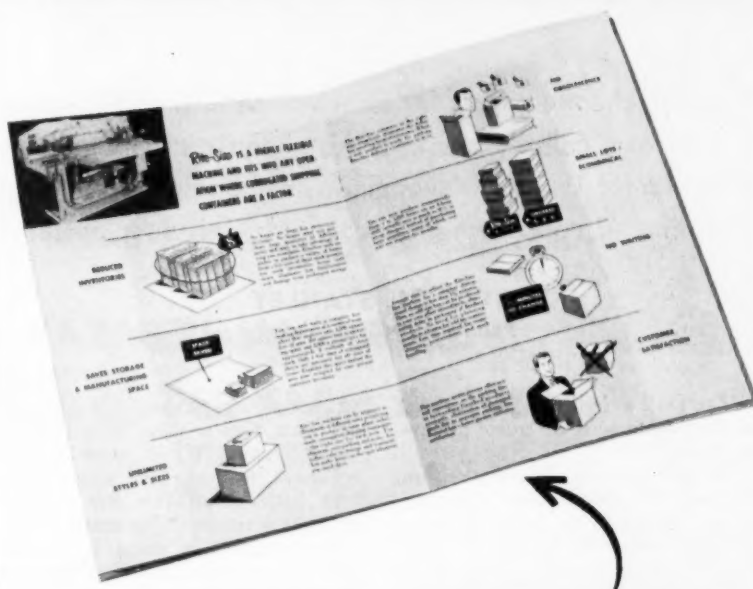
At the end of the week the 19 salesmen gathered in New Orleans to return to San Francisco and the final phase of their training program.

On the return trip the group was joined by Al Abbingtion, the firm's new-market sales specialist, who detailed plans for introducing Premium Quality Falstaff in the California territory.

Back in San Francisco the training continued with emphasis on polishing up and reviewing the previous weeks' work, and ended with final instructions on the kickoff sales campaign.

"The scope of the over-all program reflects Falstaff's training thoroughness and the company's mastery of multiple plant operations," Fort said at the end of the program. He viewed cost of the training program in time and money as "a very sound investment."

Sales Management Clinic



THIS SELLING PRESENTATION INCREASED SALES

CASE HISTORY #324

OBJECTIVE: A leading manufacturer of an expensive machine, faced the problem of reaching thousands of industrial prospects with a small sales force.

SOLUTION: A visual selling booklet was prepared for use as a selling presentation and as a direct mail piece.

RESULTS: Management states, "This booklet has created sufficient interest to prompt an encouraging number of manufacturers to request a sales call. As a result, we are enjoying a good volume of sales on this \$17,000 machine."

This is a typical example of Hile-Damroth's complete sales promotion and sales training service — from the analysis of the problem to the design and production of all visual methods. *Illustrated literature on your request.*



Sales Strategy plus Visual Methods

HILE-DAMROTH, INC. WO 4-2478
320 Broadway, New York 7, New York

Can You Safely Rely on Titles To Indicate Purchasing Influence?

You may change your ideas after you compare information in your own call reports with this analysis of 372 calls by salesmen for 15 industrial companies who found 86 kinds of titles among customers and prospects. This your pattern?

BY E. M. STANLEY
Publisher, Mill & Factory

If you sell to industry, can you rely on titles as an accurate guide to buying power?

To get detailed information on this point 50 representative manufacturers who sell to the industrial market were asked to furnish 25 consecutive reports out of a typical day's calls by their salesmen. The 50 companies were selected largely at random. The only factor which influenced selection was diversity of products sold.

Of the 50, replies were received from 43. Eight said, "Our salesmen do not make reports." Five said, "Sorry, the reports are confidential." Five wrote that the reports are kept in regional offices. Ten said, "We're interested and would like to cooperate in your survey, but our reports do not show titles."

Fifteen companies replied in detail. This is an analysis of the 372 sales reports submitted by these 15 companies. The total is three short of 25 for each company, as one company sent in only 22 reports.

What Products?

The range of products represented is wide: power transmission equipment, machine tools, mechanical rubber goods, metallizing equipment, lubricants, measuring instruments, steel tubing, saws, electric motors, gauges, grinding wheels, and miscellaneous steel products sold to industry.

Eighty-six job titles were found among the people with major buying influences.

The diversity of titles confirms what is well known to anyone who has made sales calls on industry: There is little relationship between titles and buying power. One par-

ticipant writes, "Every year we make our own title analysis of our salesmen's reports. From these studies we have learned that titles mean very little unless they are coupled with a job responsibility description."

Any number of snags is encountered in trying to match titles and job functions, because the same title frequently means different things in different industries. In a machinery plant the chief engineer heads up design. In a textile mill he is likely to be in charge of plant housekeeping. Elsewhere his job may be heading power generation.

What Title Means

Plant Engineer "A" may be in charge of design. Plant Engineer "B's" responsibility may be maintenance. Secretary "A" says (and these are actual statements) "My main job is estimating and purchasing," while Secretary "B" says, "I run the shop, and do some selling besides." A vice-president may be in charge of plant, purchasing, design, sales, or something else.

President "A," who heads up a million-dollar machinery manufacturing plant, occupies himself wholly with design. In the same industry and in a firm of equal size, President "B" has his fingers in everything. It would be difficult to sell his firm a roll of paper toweling without his knowing about it.

In small plants it's always one man—the owner. But as soon as the plant grows big enough to have even one foreman, there are two possible buying influences to deal with.

In the large plants, with a plant directory comparable to a small-town telephone book, a salesman may call many times before finding out how

buying influence is distributed. As every industrial salesman knows, in one plant "A" may have the big title, but he leaves everything to "B," who has a minor title, or even none at all. In another plant, "C" is ostensibly "the man," but he never makes a move without "D's" approval. Or, "D," with no title, is the son-in-law of the head of the business, and a man to be reckoned with.

Real Authority

In trying to match titles and buying power, there are many variables. There is over-titling in some plants, as some managements are generous with titles. This is counterbalanced by under-titling in others where they are used sparingly. In these cases responsibility is far greater than the titles, or the absence of them, indicate. Also there is "title lag," common to most plants. This is the interval between the passing of authority or the assumption of it, and its reflection in actual titling.

Attempts to group the titles into occupational classifications involve many compromises but by force-fits, compromises, plain guesses, plus a certain amount of "shoe-horning," the following breakdown of the 372 survey titles has been arrived at:

| | | |
|----------------|-----|------|
| Administrative | 72 | 19% |
| Plant titles | 100 | 27 |
| Purchasing | 107 | 29 |
| Engineering | 73 | 20 |
| Other | 20 | 5 |
| | 372 | 100% |

This involves arbitrary placement of the men with dual titles—purchasing agent and treasurer, chief engineer and superintendent, etc. How is a "manager" to be classified? Manager of what? Where does a staff co-ordinator fit in? Or a project analyst? And what about a vice-president? He may head up production, or purchasing, design sales, etc.

That is just the beginning of difficulties encountered. "Engineering," in the industrial marketing sense, is frequently associated with design. But a man with the title of plant engineer more often is concerned with plant maintenance, and as such belongs properly in the "plant" group.

Bigger Profits for YOU

**in the Billion Dollar
Farm Market of
WASHINGTON, OREGON,
IDAHO, and UTAH . . . where**



**COMMERCIAL FARMERS AVERAGED
\$12,358 PER FARM IN 1951**

Pacific Northwest farmers are big producers—and have incomes to match. Every year for more than a quarter of a century, they have topped U. S. averages by considerable margins.

In commercial classifications, the farmers of Washington, Oregon, Idaho, and Utah are particularly outstanding. The 1950 Census reveals that 97.61% of all cash received from farm marketings in the four states went to commercial farmers. Thus, \$1,522,941,000 of the Pacific Northwest's \$1,559,904,000 cash farm income for 1951 was "commercial," and averages out to \$12,358 per commercial farm. This was approximately 40% above the comparable U. S. commercial farm average.

It is therefore easy to see why Pacific Northwest farmers are such big consumers . . . why they buy more automobiles, tractors, farm equipment, and household appliances . . . why they have more telephones, washing machines, and "urban" conveniences . . . Consistently bigger profits enable them to enjoy the best of living standards.

Bigger profits are yours, too, when your advertising reaches these unusually prosperous farmers through the home-state farm magazines they read and rely on—The Washington Farmer, The Oregon Farmer, The Idaho Farmer, and The Utah Farmer.



THE BILLION DOLLAR
FARM QUAD MARKET

PACIFIC NORTHWEST FARMS

IN COMPARISON WITH NATIONAL AVERAGES
PRODUCED IN 1949, PER FARM REPORTING*

- 519% more Apples
- 662% more Irish Potatoes
- 26% more Sugar Beets
- 62% more Alfalfa Hay
- 299% more Small Grain Hay
- 26% more Cattle (Sold Alive)
- 188% more Sheep (Sold Alive)
- 240% more Turkeys
- 155% more Chicken Eggs (Sold)
- 191% more Wool

*1950 Census of Agriculture

ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

Pacific Northwest **FARM QUAD**

PACIFIC NORTHWEST FARM TRIO WITH UTAH FARMER ADDED

NET PAID CIRCULATION OVER 190,000 EACH ISSUE

BANGOR MAINE

Now 54,961

ABC City Zone Population

Recent extension of the Bangor A. B. C. City Zone Area Emphasizes Bangor's growing importance in the Maine Marketing picture. The seven county area of which Bangor is the key distribution and Retail center represents $\frac{1}{3}$ of the State's business in every important category. Get the Bangor Story.

R-O-P
COLOR
Available

Circulation
67,071 Daily
71,619 Sat-Sun

A.B.C. 9/30/52

Bangor Daily News

Maine's Largest Daily

Rep. Small, Brewer & Kent, Inc.

For Name Plates that help sell!



CHICAGO THRIFT-ETCHING CORPORATION

ARE you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
SUBSIDIARY OF DODGE MANUFACTURING CORPORATION, MISHAWAKA, IND.

The value of a trademark is not static. It fluctuates with the value of the article bearing it and with public esteem of the article. The trademark is that brand of the product and is inseparable from it in the estimation of the consumer. The trademark affixed to an article of good material and sound workmanship, recognized by the public as the symbol of excellence in its field, is one of the manufacturer's most valuable possessions.

Selling Forces
By Donald M. Hobart
& J. P. Wood

A tool engineer rarely has anything to do with product design, and a chief engineer may be responsible for design, for plant housekeeping, power generation, or something else. To lump these titles under the engineering classification is confusing.

With "administrative" titles such as owner, general manager, partner, president, vice-president, etc., title-function confusion is at its zenith. The president, owner, partner, or proprietor of a small machine shop, for example, must run the shop—among his other duties—and in that portion of his responsibilities he is comparable to the shop foreman of a larger establishment.

Still another reason title analysis cannot safely be related to buying authority is the difference between titles and functions in small plants as contrasted with large ones. The major function of the proprietor of a small special machinery plant, for example, is likely to be design. A larger plant in the same field will have one or more designers, perhaps headed by a chief engineer.

Again, plants too small for centralized purchasing do not have a purchasing agent. Therefore, a title analysis that does not consider the size of customers and prospects involved runs the additional risk of minimizing the importance of the purchasing agent, should the sample analyzed have a disproportionately large number of plants too small to employ centralized buying.

What all this adds up to is that any attempt to measure buying influences that affect a given product sold to industry by analyzing the titles of the men called on by sales-

men is likely to be misleading.

To repeat what was stated by a participant in this survey, "... titles mean very little unless they are coupled with a job responsibility description." But here, too, caution is advisable, because of the difficulty of defining job responsibilities of industrial executives. More often than not the responsibilities overlap. Ask a man with an administrative title (president, vice-president, treasurer, secretary, general manager, etc.) what his chief responsibility is—administrative, plant management, purchasing, design, sales advertising, etc.—and the chances are he will check "administrative."

The actual division of his duties may be 40% over-all administration, and 60% plant management, or 70% design or promotion. But, he will most likely check the top classification, because of the prestige factor, which satisfies his natural desire to appear at his best.

Suppose, however, the reverse is true. Assume that he really spends 80% of his time administering the affairs of the company and that 20% of his time is devoted to production. He will properly check administration as his chief function. But the 20% of his responsibility that goes to production is the *vital* fraction to the man who sells to industry—one that may spell the difference between a sale and no-sale.

When Percentage Counts

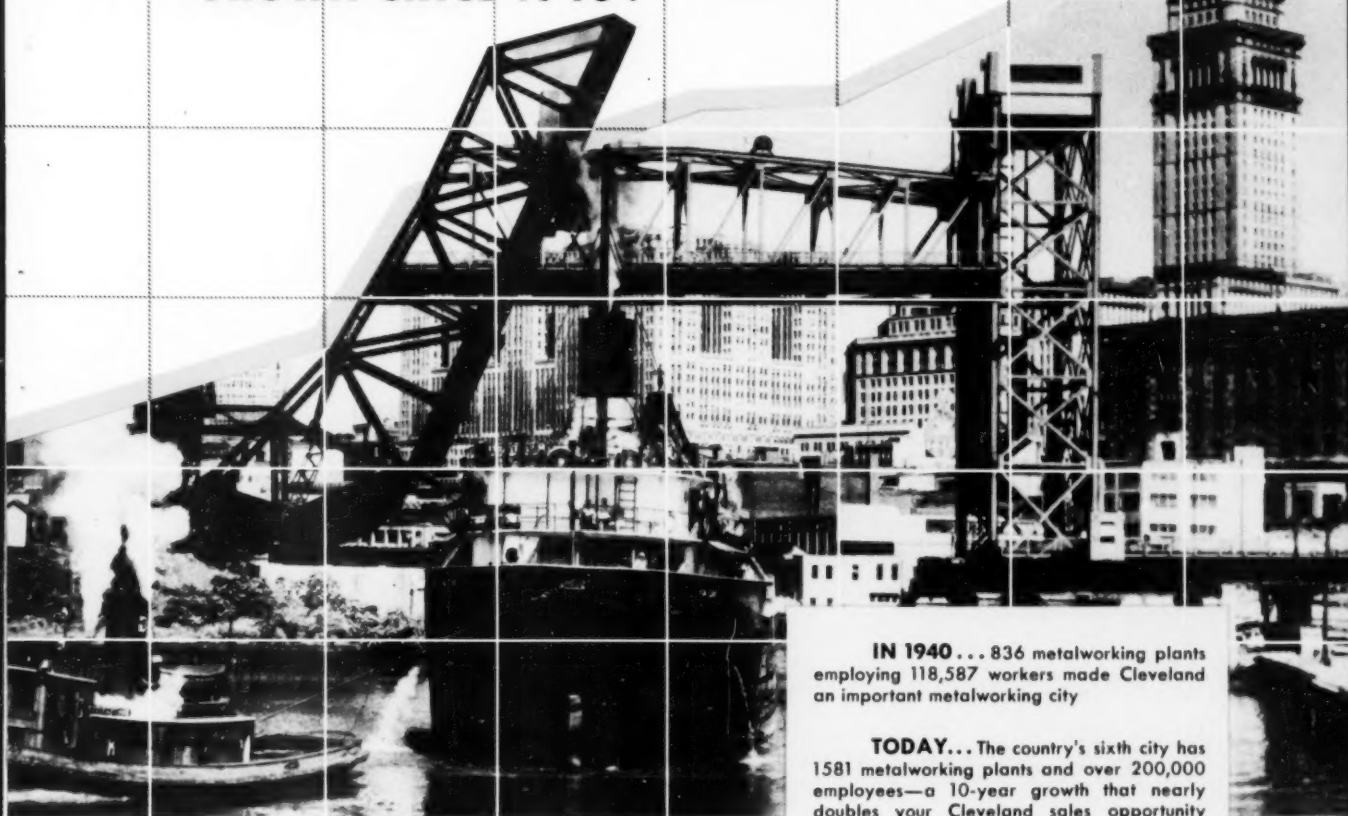
Therefore, in relating job functions to buying authority, it is essential to recognize the vital fractions by means of proportional representation. These highly important fractions are lost when only the chief function is considered. President "A," who came up through the shop, might have a proportional functional representation such as this:

Over-all administration 30%
Plant management 70%

President "B," who got where he is because he's a genius at design, might be 10% administration and 90% design, while President "C," who has almost no knowledge of production methods, but who knows all there is to know about corporate law and finance, may properly be classified as 100% administrative.

Industrial salesmen know and weigh these differences. They show by the variety of titles on their reports that titles are not guides to buying power, and that they can seldom tell whose "yes" means an order in a given plant until they call and find out.

HOW MUCH HAS METALWORKING CLEVELAND GROWN SINCE 1940?



IN 1940... 836 metalworking plants employing 118,587 workers made Cleveland an important metalworking city

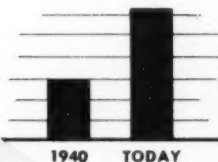
TODAY... The country's sixth city has 1581 metalworking plants and over 200,000 employees—a 10-year growth that nearly doubles your Cleveland sales opportunity

**The same thing has
happened to your whole
Metalworking market!**

Having more than doubled in number of plants, employment and physical volume since 1940, the metalworking industry offers rapidly expanding sales opportunities for companies like yours with a stake in this biggest of all markets. But your share of the increased potential depends on how well you keep ahead of your competition through an effective sales and advertising program. STEEL makes it possible for you to reach more of the key men who run U. S. Metalworking than any other publication in the field. By continuing to match its circulation to buying power, STEEL carries your advertising to the plants that account for well over 90% of all metalworking business. Ask the man from STEEL for the latest facts on STEEL's coverage of this dynamic industry. STEEL • Penton Building • Cleveland 13, Ohio



The magazine of the men



**STEEL Keeps Growing
As Metalworking Grows**

Closely matching the growth of Metalworking, STEEL has more than doubled its circulation since 1940!

who manage, operate and buy for the Metalworking industry



Ever need to know where your shipment is?

Many times, probably.
But all you could do was sit—and wait it out. What would you give for a shipping service that can tell you just where your shipment is just when you want to know—with just a simple 'phone call?

This is what we mean by "absolute control" of shipments—new in American transportation—but it is only one of the many features that Emery Air Freight provides American industry.

Emery's new system of "door-to-door" shipping succeeds because it is organized on this basis:

- The use of all airlines, all surface transportation—passenger or cargo, freight or express—the best of everything that moves in the air or on the ground.
- Absolute control of your shipment all along the way through its own private wire system and a nationwide standby staff ready to assist your own expediting departments.
- Continuous contact with your shipment so it can be instantly routed around trouble-spots.
- Immediate confirmation of delivery—or of unavoidable delay so plans can be adjusted efficiently.

This kind of operation is unique in transportation history. It's the reason why Emery is the answer to your problem: "What transportation service can I really depend upon to ship in the fastest possible way?"

Inbound or outbound, Emery provides "The World's Fastest Transportation System."

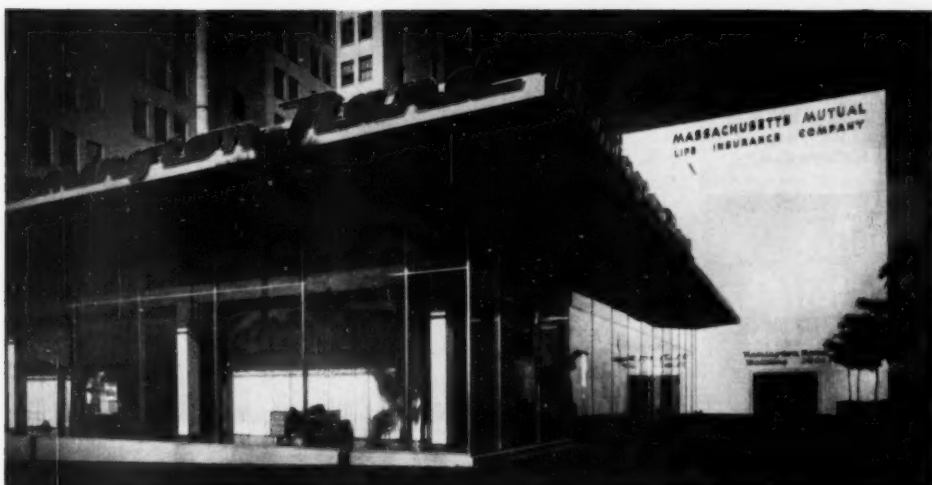


PRINTERS, ENGRAVERS, ELECTROTYPERS . . . SALES, ADVERTISING AND PROMOTION EXECUTIVES! Emery's Timed Delivery Service is designed to make simultaneous deliveries to any number of points throughout the Country. Ask us about this—and other special Emery services you can use profitably.



EMERY AIR FREIGHT CORPORATION

New York 17; Offices or agents in all major cities and towns in the United States



HIGH EMPLOYEE MORALE and efficient sales operation are the products of a well-designed operating base.

A Modern House for Sales

Remington Rand's Los Angeles headquarters is a distinguished example of design and furnishings in which improved customer service is the dominant idea. The layout has today's dateline, an atmosphere of cheerful commerce.

BY T. J. NORTON

*Vice-President and Los Angeles Branch Manager
Remington Rand Inc.*

Sales offices, like salesmen, must have special qualities which adapt them for service to their clientele.

The efficiently-run sales office should fit neatly into the pattern of specialization which is becoming characteristic of modern selling. Salesmen specialize in handling combinations of individual products, territories or business groups. Their office must back them up by being tailored to meet the needs of the area in which they operate, in terms of sales, service and distribution.

This was especially true in planning and developing expanded Los Angeles branch office facilities for Remington Rand. The most important considerations in planning our Los Angeles operation were a direct result of two factors:



THIS IS THE "BUSINESS EQUIPMENT CENTER": It's roomy, it's well-lighted, it provides ideal display background for Remington Rand machines. Salesman and prospect can roam at will, or sit comfortably while they discuss product application. Nearby is an auditorium with a seating capacity of 108, laid out for meetings and special presentations. It is made available to civic and business groups as a public service.

Says a leading industrial weekly
 —"Much pleased with the results Western Union produced in securing verification of our circulation to meet A.B.C. and C.C.A. requirements—it worked where other methods were unsuccessful."

Establish circulation facts by Western Union VERIFICATION SERVICE



Western Union verifies your full circulation list—quickly, accurately, economically. Tells you who reads your publication, his title, purchasing position, buying influence, range of products, accuracy of address, and other vital facts.

Other Western Union Services

- **MARKET SURVEYS**—Fast, efficient way to check consumer attitudes and brand preferences.
- **DISTRIBUTION**—Fast distribution by dependable messenger service.
- **PUBLIC OPINION POLLS**—Spot checks on media coverage and consumer preferences.
- **"OPERATOR 25"**—Enables advertisers to give prospects the names of local dealers by telephone—bridges gap between advertiser and consumer.

For further information on any or all these services, call your local office of

**WESTERN
 UNION**

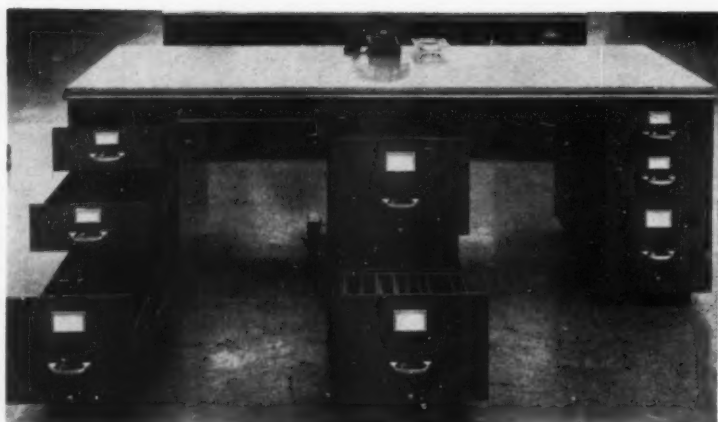
EVERYBODY'S DOING IT ...and so can YOU!

- Increase Customer Traffic
- Build Up Your Sales
- Build Lasting Goodwill
 by giving

FREE ORCHIDS TO THE LADIES

Here's the giveaway promotion to build goodwill...bring in NEW CUSTOMERS...bring back OLD CUSTOMERS! Proven successful for every type of business—large or small! Order 100 or 100,000 Orchids! Write today for new low 1953 price list and free brochure.
 Dept. SMK-43

FLOWERS OF HAWAII, LTD.
 670 S. Lafayette Park Pl., Los Angeles 5, Calif.



OH HAPPY SALESMAN! ... at such a work-center! Desks were created from standard filing cabinets fitted with a steel desk top and finished with a plastic spray coating. Ample filing space is provided. There's even a built-in wastebasket—no aisle clogging!

1. The Los Angeles area is widely spread out, probably more so than any other major city in the world.

2. Los Angeles is more than 2,500 miles from the nearest major Remington Rand factory.

In moving to meet our sales office requirements, we have operated on the basis that facilities and systems which add to our salesmen's efficiency also increase service for our customers. Customer service, of course, is the most important consideration of any sales office.

In choosing a new location, we decided on an area which would be convenient to the majority of our customers, most of whom travel by automobile when they visit our business equipment center. Our site at 2601 Wilshire Blvd. is convenient to downtown, but is far enough away so that parking is not a major problem.

To assure accessibility, our building is designed with a first-floor parking area directly off the entrance. This covered area is arranged so that customers can park and enter without being exposed to the weather.

Facilities of our business equipment center also include an auditorium with a seating capacity of 108, laid out primarily for business meetings and presentations. In our selling activities, this room is valuable for the presentation of films or demonstrations of new products, and for our larger staff sales meetings.

The building, designed by the nationally-known architectural firm of Kahn and Jacobs, with Welton Becket, Los Angeles architect, acting as associate, is an attractive and serviceable working area. Our planning ranges from a desk designed for salesmen to tight controls over sales, distribution, inventory and service.

Greatest working need of salesmen

is for filing space. We have met this requirement by creating a desk made of our standard filing cabinets and fitted with a steel desk top, finished with a special plastic spray coating. Each salesman has two letter-size file drawers, and two shallow ones for his papers and other personal effects. A feature of this desk which has helped working convenience and maintenance is its built-in wastebasket.

In terms of our over-all operation, a comparatively small section of our office is used to keep accurate check on sales and orders and to run our new warehouse which is located four miles from the Wilshire Blvd. building.

Directly in front of the section which keeps our warehouse inventory, we have set up what we believe to be a unique sales service telephone system. Whenever a telephone rings at a salesman's desk, a light indicates it on a control board at the desk of the girl who is monitoring that section of the floor. When she sees a light, she looks up to be sure the salesman is in. If he is away from his desk, she answers his telephone, takes messages or orders. If an order is involved, these girls are trained to process it. If a customer wants information on availability or delivery dates, they can get it almost immediately from the Kardex cabinets directly behind them.

In servicing the many millions of dollars' worth of Remington Rand equipment and machines in use in the Los Angeles area, we find that we can cover our territory better by decentralizing our mechanical service staff of more than 200. Our service men work out of six separate locations, situated so that they can be in a customer's office anywhere in the area with a minimum of delay to the customer, and also conserve travel time for us.

cover a
with a

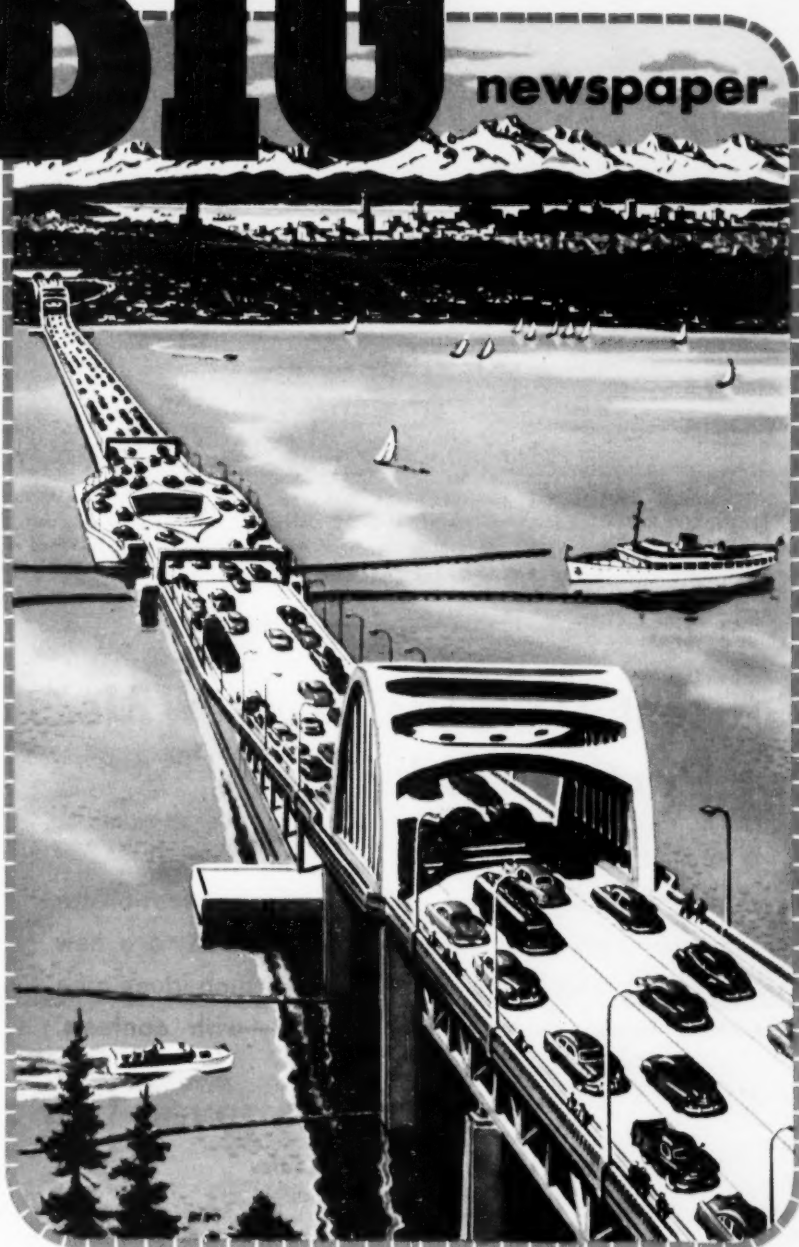
BIG market
newspaper

CAR REGISTRATION UP

The number of automobiles on metropolitan Seattle's busy streets is another indication of the size and importance of this rich market. There were 246,461 automobiles registered in metropolitan Seattle (King County) last year—an increase of 48.5 per cent in the past ten years*. During this same period, the increase nationally was 38 per cent.

You reach this important market of 675,699 people (A.B.C. city zone population) through frequent, consistent advertising in **The SEATTLE TIMES**.

(*There were 165,915 passenger cars registered in King County in 1942)



Artist's sketch of Seattle's famous Lake Washington Floating Bridge

SEATTLE'S ACCEPTED NEWSPAPER

THE SEATTLE TIMES

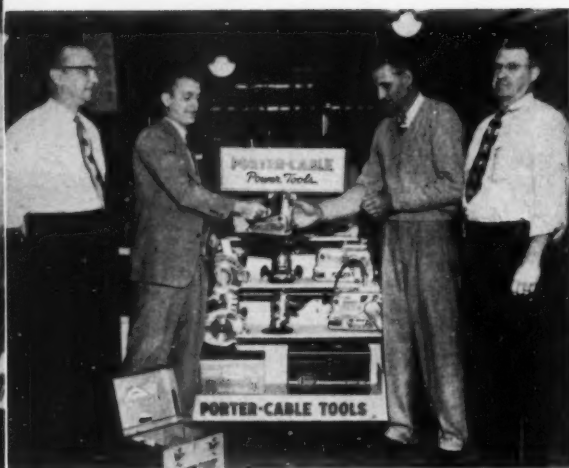


Represented by O'MARA & ORMSBEE, INC. • New York • Detroit • Chicago • Los Angeles • San Francisco

APRIL 1, 1953



A PORTER-CABLE "Key Man"* (a specially trained retail salesman who is P-C's designated special representative in his story) passes out contest promotional piece to a prospect who is considering purchase of an electric saw. Contest entries came from 30 states. Suggestions often provide valuable promotional material.



FIRST PRIZE WINNER in one contest was Fred R. Verstl, (3rd from l.) Stockton, Cal., who suggested a method of reconditioning the knives of wood jointers by using a special setup for the Porter-Cable electric router. Verstl is a longshoreman who owns a complete home workshop. Hobbyists are idea-sources.

Contest Dredges Up New Uses For Porter-Cable Tools

Do you occasionally stumble on some new application for your product that gives you an intriguing clue to a new market? It might be worth-while to gather such ideas on a systematic basis. Porter-Cable does it—with contests.

As told to Margaret Ritchie
BY J. A. PROVEN
Vice-President in Charge of Sales
Porter-Cable Machine Co.

Many manufacturers might profitably explore the "mystery market" for their products. The mystery market is made up of users of standard products who have developed novel adaptations of those products.

Unless manufacturers purposefully dig into these non-standard applications of their products, they may never learn, except by accident, about new worth-while sales potentials.

Porter-Cable Machine Co., Syracuse, N. Y., decided to give consumers an incentive for sharing their original ideas with the company. We realized the impetus such fresh slants can give to sales and promotion, and set up a Tool Idea Contest which offers prizes for unusual methods of using any of our portable power tools.

When we started the contest in January, 1952, we had two aims: to

bring in ideas on new uses for standard tools which could be passed on to prospective users through our advertising, sales and publicity staffs; to uncover ideas which would point to the development of new tools to meet specialized demands.

Since the war the market for portable tools has expanded at an unprecedented rate. This has been partially the result of the boom in construction industries and partly the result of the do-it-yourself movement among home builders and owners. The expanded market has brought a steady demand for new and improved tools and a tendency to improvise new tool uses.

Here, we knew, was a gold mine of fresh marketing ideas. The only problem was how to dig them out. In the past we had followed the policy of asking our salesmen or dealers for

*See "Key Man' Plan Strengthens Dealer Ties for Porter-Cable," SM Mar. 15, '52.



—E. J. (Eph) Davis, Manager of Traffic and Order Dept., with new Caterpillar DW20 Tractor

"This Cat will never be an orphan!"

"Construction men work against deadlines. If machinery can't be serviced—regardless of age—with genuine manufacturer's parts, they don't want it. It's an 'orphan'!"

"This can't happen when it's Caterpillar-built.

"If the Caterpillar dealer is temporarily out of stock, he can get any part practically overnight—by Air Express! Air Express speed, closely coordinated with our Special Order department, gives all domestic Caterpillar dealers—over 375 stores—com-

plete parts service for every model ever built. It gives them an 'inventory' of some 80,000 different parts!

"'Down time' is cut to the minimum . . . machine life extended to the maximum . . . with the help of Air Express speed and dependability.

"That's why Caterpillar dealers frequently tell us 'Ship it Air Express'—averaging more than 18 times a day!"

Air Express gets there first—and often *saves money*, too! In many weights and distances, rates are *lowest* of all commercial air carriers!

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



this information. Frequently, however, they did not have the complete answers or were too busy to investigate and report back to the company. We decided that some full-time prospecting was necessary. Our advertising manager suggested the Tool Idea Contest as a solution.

Contests run continuously for six-month periods. Prizes of Porter-Cable tools are awarded at the end of each period for the most original and practical ideas. To compete, the contestant need only describe his idea. Photographs and drawings are not required. It is not necessary to own a Porter-Cable tool: The idea may be worked out on a borrowed tool. Each winner is given his choice of a Porter-Cable tool within the prize group in which his idea qualifies. There are five main prize groups and an additional 50 honorable-mention prizes.

Our judging committee is comprised of our director of sales training, our general service manager, and our sales school instructor. When technical questions arise the engineering department may be consulted for an advisory opinion. After weeding out all ideas considered impractical or unoriginal, judges select the 10 best entries. Each is rated on a 10-point scale. First prize goes to the entry with the highest rating; other prizes are awarded in decreasing point order.

It is sometimes necessary to investigate and to report further on an idea which has been submitted. Where an industrial application for one of our tools has been entered, we may send out one of our market research men to get photographs and study the techniques and advantages under production conditions.

The several hundred responses to our first two contests have come from 30 states, as well as from Canada and Alaska. New York and Ohio have contributed the largest percentages of replies, with Michigan a close third. The suggestions have been approximately in direct proportion to the sales volume of various tools. Saws accounted for 45% of the ideas submitted, sanders for 30% and routers for 15%. The other 10% was distributed among our 27 remaining tools.

The response has come almost equally from professional and non-professional users of our equipment. Most important, however, have been the ideas which have come from unexpected sources.

From the Contest Mail

We learned, for instance, that a Boston fish packer is making extensive use of a Porter-Cable sander for scaling fish; that this same type of sander is employed in dressing fine kidskin to give a velvety finish to the reverse side. A butcher has discovered that our belt sander answers the problem of how to restore the surface of meat chopping blocks. An eyeglass frame manufacturer uses our routers to groove plastic frames for lenses. A contractor who installs cast iron sewer pipe found he could save hours by cutting the pipe with an abrasive blade on our power saw. (A publicity release about this use drew inquiries from more than 400 water departments throughout the country.)

Suggestions of this kind provide in-

valuable raw material for promotion and have led to the opening of new markets for our products. They have given us tangible answers to the salesman's cry: "Where am I going to dig up new business?" New market leads received from the contests are incorporated into technical bulletins which can be inserted into our salesman's sales folios. They are also passed along in our company newspaper for dealers. The material is added periodically to revised editions of the sales and operation manuals packed with every machine shipped.

Our salesmen have been among the most enthusiastic promoters of the contests. The plan was explained in advance at regional sales meetings. Salesmen were given liberal supplies of contest entry folders and counter display boxes which they distributed to dealers. Contest announcements were mailed to dealer salespeople. Once the contest was under way we began to include announcements and entry blanks with each tool shipped from the factory.

At tool demonstrations, salesmen encourage those attending to submit ideas to Porter-Cable. Salesmen talk about the contests to builders and other professional users, and push it among retail salespeople. Salespeople direct attention of the "walk-through" trade to displays which contain contest rules and entry blanks.

The awarding of prizes is made an occasion for local publicity. The winner is first notified by mail, after which the actual award is made by the Porter-Cable district sales representative. He usually takes the winner to lunch along with the dealer from whom the machine was originally purchased, and uses the occasion to promote good will.

One important by-product of the contests is the strengthening of customer relations. Power tool users are interested in improving time- and labor-saving procedures. The man who has hit upon a creative idea is eager to communicate it. He appreciates an interested listener. A surprising number of contest letters contain this kind of statement: "Maybe this won't win a prize, but I'd like to have people know how this idea has saved me time . . . etc." Drawings, photographs, models, jigs and accessories frequently accompany entries, although contest rules do not require them.

Since the program was designed to produce utility ideas rather than to stimulate sales, we can not estimate the immediate effect on sales volume. We are convinced, however, that the more uses we can find for our products, the broader will be our markets.



Any SALESMAN

WILL SELL MORE...

WITH A Viewmaster®

THE EASEL PORTFOLIO THAT DISPLAYS ONE SHEET AT A TIME

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf. Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly. Carried in stock in four sizes.



SEND FOR FREE FOLDER

*Also 100s of other items.

Sales Tools, Inc.

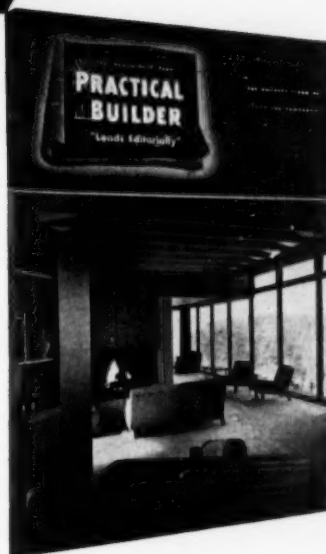
1704 W. WASHINGTON • CHICAGO 12, ILL.

*Says Richard Hail Brown, B & D Development Company,
Birmingham, vice president NAHB: "Your current
articles on 'Plan for Profit' are money in the pockets of
builders. I have gotten some splendid things
out of them and passed several on to other builders
with the recommendation that they read them in
Practical Builder. It is the kind of thing we must have
more and more of, because conditions are
going to require efficient methods."*

*Man or magazine, the thing that counts is vitality.
You can't edit a book to a hard-and-fast formula any more
than your pulse has the same rhythm two days
running. **practical builder** has always said
what it meant and meant what it said. Its pages have never
been filled with frills or froth... just sinew and substance.*

*They are vital pages... alert and alive not only to part
of the light construction industry but to all of it: homes, non-
residential, farms, and the multi-billion-dollar remodeling and
modernizing market. So why settle for less, Mr. Advertiser?*

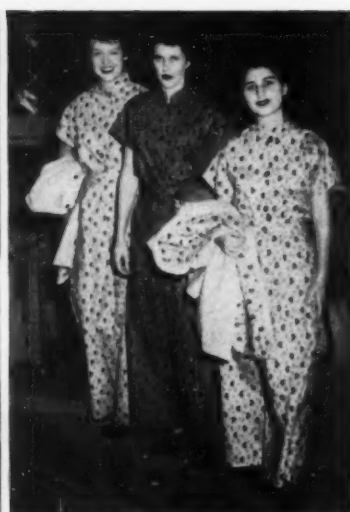
*Tell your story in PB and you tell it to the builder-
contractors who count in the whole light construction industry.*



...of the light construction industry



"YOU DON'T NEED A STAGE," Kaylon tells pajama buyers. "You can have a fashion show in your own department. And so they can. This one at Dewees, Philadelphia.



TRIPLE PLAY: A trio of stairstep models demonstrates the Kaylon "Proportionettes".

"Pajama Party" Fashion Shows Hoist Volume for Kaylon

The company developed the promotional pattern, organized it, provided full instructions any buyer can follow. Sales at these events usually range from \$750 a day to \$1,500. Stock clean-outs are frequently reported.

Kaylon, Inc., New York City, manufacturers of women's pajamas and leisurewear under the brand name "Tommies," ran counter to the soft trend in textiles in 1952 with a 30% sales increase. A big share of the volume is in the \$3.95 to \$29.50 price range.

Kaylon's president, Harry Berger, attributes the healthy state of sales chiefly to conditions allied to the current stay-at-home trend, such as earlier marriages and the rising birth rate; high cost of out-of-home entertainment and television.

But, in addition to these circumstances for which the firm can take no credit, there are a number of production, sales and promotional ideas it has sponsored which have contributed materially to its strong position in the industry.

One promotional plan that has met with some degree of success is designed to win more energetic mer-

chandising at point-of-purchase. It's the Tommies' Pajama Party, basically a fashion show with trimmings. Hundreds of these events have been put on by retailers, large and small, over the past year and a half.

The basic sales tool is a handsome red-and-gold brochure which shows graphically, with amusing line drawings and brief text, the various steps to be taken in putting on a pajama fashion show.

Pajama buyers like this method of learning how to put on a fashion show because of its simplicity, and because it shows them how to promote colorfully merchandise not ordinarily regarded as lending itself to promotion.

"Are last year's figures haunting you? Is your merchandising manager crying the blues? Are your salesgirls bored with it all? Do customers pass you by because they just don't think about buying pajamas?" These post-

ers, illustrated on the first page of the brochure, are offered to induce buyers to consider putting on a Tommies' Pajama Party.

Taken step by step, the procedure sounds simple, as outlined under the heading, "Here's all you do":

1. Talk it over with your executives.
 2. Set the date. Give yourself 10 days after the completion of your order.
 3. Tell your sales staff.
 4. Set the time.
 5. Plan your newspaper advertisements. (Run one the day before the show and one the day of the show.)
 6. Arrange your windows.
 7. You'll need elevator signs . . . escalator signs.
 8. Dress up counters. Group Tommies according to color, style and price. Use the Tommies' display kit—it's your "silent salesgirl." Say it with flowers, too.
 9. Show your saleswomen how to "tell the Tommies' story."
- Two suggested stock arrangement plans are given, each illustrated by a chart, one horizontal and one vertical, with sizes following a logical pattern. Other suggestions include: "Get a refreshment bar—give free drinks to everyone . . . Let the saleswomen wear Tommies the day of the

**GREATEST SALES SHOW
ON EARTH!**

...and rich colors, the long and growing parade troops through America's supermarkets... products packaged in Reynolds Aluminum Foil. Shoppers cannot resist them. First-time buyers multiply. And they all discover this packaging beauty means superior quality within... freshness and flavor that only foil protection assures. So the ranks of repeat-customers swell! Reynolds has pioneered in adapting foil's unequalled protection for famous-brand foods in endless variety... cookies, dried fruits, frozen foods, cereals, dehydrated products, butter, cheese, margarine, candy, gum. And Reynolds advanced color printing makes the most of foil's supreme eye-appeal... Reynolds Aluminum Foil labels outshine the field! Put your product in "the greatest sales show on earth."

REYNOLDS ALUMINUM FOIL



Glowing with gold, silver and rich colors, the long and growing parade troops through America's supermarkets... products packaged in Reynolds Aluminum Foil. Shoppers cannot resist them. First-time buyers multiply. And they all discover this packaging beauty means superior quality within... freshness and flavor that only foil protection assures. So the ranks of repeat-customers swell! Reynolds has pioneered in adapting foil's unequalled protection for famous-brand foods in endless variety... cookies, dried fruits, frozen foods, cereals, dehydrated products, butter, cheese, margarine, candy, gum. And Reynolds advanced color printing makes the most of foil's supreme eye-appeal... Reynolds Aluminum Foil labels outshine the field! Put your product in "the greatest sales show on earth."



The above, in reduced black and white reproduction, is the center spread of Reynolds new four-page, French-fold brochure, gravure, printed on foil in seven colors following Reynolds advanced techniques.



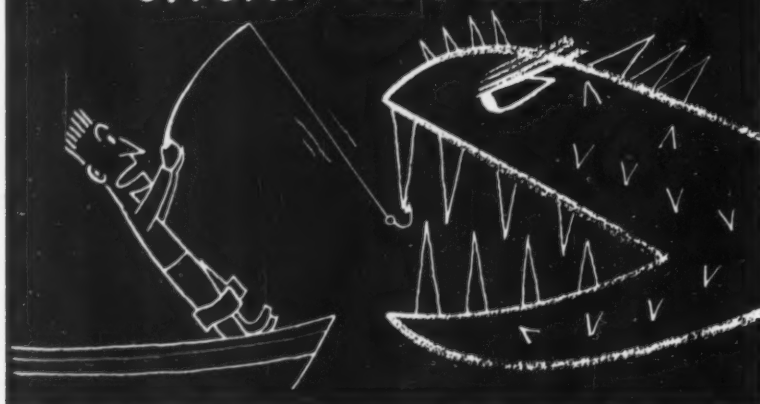
For copies of this brochure and for expert packaging assistance call the nearest Reynolds Sales Office or write to: Reynolds Metals Company, General Sales Office, Louisville 1, Ky.



REYNOLDS ALUMINUM

SEE "MISTER PEEPERS," starring Wally Cox, Sundays, NBC-TV. HEAR "Fibber McGee and Molly," Tuesdays, NBC Radio Network

SHORT ON PULL?



Are you getting maximum results from your industrial advertising dollars? If you want to see tangible, measurable results **INDUSTRIAL MAINTENANCE** will produce quantity, quality inquiries from its more than 75,000 plant operating readers.

Covering over 48,000 plants in 23 industries at shirt-sleeve level, **INDUSTRIAL MAINTENANCE** delivers the plant men who are ready and able to buy. These men are responsible for the function and upkeep of machinery, equipment and plant in America's top-rated companies!

If you're not covering this multi-million market — if you're short on pull — investigate **INDUSTRIAL MAINTENANCE** today!

PULLING POWER! INDUSTRIAL MAINTENANCE

Philadelphia 4, Pa.

**ARE YOU TAPPING THIS
\$118,247,000 AUTOMOTIVE
MARKET... by Distributing
From its Central Point?**

WICHITA FALLS



● Hub of the newly important NORTH TEXAS-SOUTHERN OKLAHOMA wholesale market (retail automotive sales, 1951, \$118,247,000 — SM) ● 149th metropolitan area in population, 112th in automotive

sales ● Ranked by SM as one of the 6 best balanced retail markets in the U.S. ● 120 miles from nearest larger city ● Railways in 6 directions, direct highways to all points, scores of bus and truck lines, Braniff & Continental Airlines.

FOR COMPLETE MARKET DATA, CONTACT: Archenthal Automobile Supply Co. — Auto Spring & Supply Co. — Edgmon-Holder Motor Supply Co. — Wichita Falls Battery & Electric Co. — or Wichita Falls Chamber of Commerce — Wichita Falls, Texas.

Coming Soon:

... a brand new survey on salesmen's expense account practices, including:

Current costs of keeping salesmen in the field ...

Current estimates of per-mile auto costs ...

Current estimates of allowable field expense for executives ...

Company policies on allowable expense for entertainment.

The Editors.

show ... Give a Tommie set to the girl who sells the most merchandise. Tell your saleswoman to spread the word about the promotion (to other buyers and their sales staffs, to the telephone operators, information clerks, elevator operators, mail order clerks. ...)

Items necessary for staging the show include ramp, records and player, mike and loud speaker, spotlight, 18 to 25 styles of Tommies. There is a suggestion that the same style be shown on three girls of different heights, to call attention to Tommies' "Proportionette" sizes.

The company advises: "Our staff knows by actual timing, audience count, and sales results that a brief show four times a day sells more merchandise than one long show ... Informal modeling in the department between shows keeps consumer interest high."

Last page in the brochure is a convenient check list for the buyer, which can be used as a control sheet to set up and follow through on all the organization and operating details which insure a successful presentation.

A commentator's script is part of the kit, with text written to appeal to the young women who are Tommies' major market, and space for penciling in descriptions of particular garments in their proper order.

Ruth Miller, Tommies' sales promotion director and fashion co-ordinator, has staged Tommies' fashion shows for the firm's retail customers throughout the country. It was out of this and similar experiences that she developed the how-to-do-it book. She spends a considerable amount of time visiting stores, spreading the philosophy that pajamas are easy to sell. Her advice to buyers:

"Don't fret over not having the use of the store auditorium for your show; you'll probably sell more by staging the show in your own department where customers can step

up to the counter and buy while still in the right mood . . . Don't worry about not having a ramp; you can make one easily by putting together two low tables, covering the top with a piece of carpeting or linoleum. Some stores have made runways by lining up the low chests in which merchandise is stored and putting steps at each end."

Since the How-to-put-on-a-pajama-party book was printed, more than 1,500 copies have been distributed. Complete records of stores that have put on fashion shows are not available. But hundreds of store-owners have written the company; many have sent photographs and copies of advertisements and, in some cases, sales figures. Sales growing out of such promotions usually range from approximately \$750 a day to \$1,500. The usual report: "We cleaned out our stock."

An important element in the company's relationship with dealers is a stock control system which enables stores to stock all sizes and styles without carrying a large inventory.

The stock control system is built around the inclusion of an order form tag in each box of three garments. The saleswoman hands in to the buyer at the end of the day the tag from each opened box. This tag bears an order form to be filled in and mailed to Kaylon by the buyer, who can usually count on replacements arriving within a week. (Kaylon has a streamlined method of handling orders, makes Ozalid copies of them upon receipt, usually sends out merchandise the day after receipt of the order.)

Salesmen Place Dealer Helps

The planned operation entails the recommendation, by the salesman, that a basic balanced stock be carried, plus quantity of seasonal numbers in specified price ranges, depending on the size and type of store. Kaylon informs salesmen of production schedules, promises customers delivery of merchandise (unfinished, but in production) on specific dates. Along with the order for merchandise, the salesman takes an order for a set of merchandising aids such as a sign, counter cards, a special Tommies' hanger, glossy photographs of models wearing the line to be featured, picture frames, mail enclosures and advertising mats. If the buyer has previously carried Tommies in her department, she has some of the merchandising aids on hand—the special hanger, sign, picture frames, etc.—but she orders new material to suit the new line of garments ordered.

HEINN'S Sales Tip for You...

Big Money Goes into Catalogs— Be Sure You Get Big Returns



According to one authoritative estimate, American industry last year spent nearly \$113,000,000 on catalogs—about 15% of the total for all industrial advertising. If your own catalog represents major expense, hard-headed sales sense dictates that you make it justify its cost. One sure way is to put Heinn experience on your catalog job. Thousands of other executives have done so . . . with results that prove the assertion: *lowest operational cost per unit per year.*



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HEINN
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Originators of the Loose-Leaf System of Cataloging



THE HEINN COMPANY

324 W. Florida St., Milwaukee 4, Wis.

Information, please.

Mail This Coupon

- | | | |
|--|--|--|
| <input type="checkbox"/> Catalog Covers | <input type="checkbox"/> Salesmen's Carry-Cases | <input type="checkbox"/> Salesmen's Binders |
| <input type="checkbox"/> Proposal Covers | <input type="checkbox"/> Price and Parts Books | <input type="checkbox"/> Plastic Tab Indexes |
| <input type="checkbox"/> Easel Presentations | <input type="checkbox"/> Acetate Envelopes | <input type="checkbox"/> Sales-Pacs |
| | <input type="checkbox"/> Sales and Instruction Manuals | |

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____



THE SCHOOL "MENU" has lots of meat and potatoes. There's a minimum of blue-sky, a maximum of how-to-do-it. Notebooks are busy. Nobody is catching a cat nap.

Sheaffer Fires Dealer Enthusiasm With 3-Day Training Clinics

Retailers who come to Ft. Madison headquarters get a fast education in management, salesmanship and promotion. And they're vocal about specific and immediate benefits. In the future: three more similar meetings each year.

Based on an interview by Lester B. Colby with
R. HARVEY WHIDDEN
Vice-President Sales, W. A. Sheaffer Pen Co.

The W. A. Sheaffer Pen Co., Fort Madison, Ia., has under way a series of merchandising clinics to improve the sales methods of dealers and increase their sales volume—and their profits.

The first clinic was held the last week of October, the second in Mid-April. The plan is to hold three each year. Approximately 90 dealers, or key employees, are brought to the company's general headquarters in Fort Madison for a three-day conference. The dealer must be interested enough to pay transportation. Hotel and living expenses are paid by Sheaffer.

"We try to select for this training program dealers who are in business

for keeps," says R. Harvey Whidden, vice-president sales. "We want them to be people who will carry back to their stores the message we give them and tell it to their salespeople. To get their interest, and to convince them that it will pay them to carry through, we talk to them of more profits in their cash registers and more money in their tills at each year's end.

"We tell them that if they are to succeed we must sell more merchandise and they must sell more merchandise. We concentrate on the manufacture and sale of writing instruments; therefore we have made a careful study of how to sell writing instruments. We seek to sell these

dealers on the high quality of Sheaffer products and instill in them a pride in selling them."

Preparatory to launching this sales training program, Sheaffer executives spent many months in developing a manual which is used as a basis for fixing in the minds of those who attend the clinic the carefully selected series of presentations. Meetings are held in a newly completed auditorium, air-conditioned for comfort. Sessions are broken for a trip through the factory where approximately 800 people are employed.

To tell the story at each clinic, the manual is broken down step-by-step into a series of chapters. Speakers follow the general text carefully. Headings are:

1. History of the Company:

Briefly, the first Sheaffer patent in 1908; first pen made for sale in 1912; company incorporated in 1913; first national advertisement, a full page in *The Saturday Evening Post*, in 1914; Sheaffer propel-repel-expel pencil in 1921. Then the year-by-year development of the complete line until, in 1952, the Snorkel pen. All this, to plant firmly in the minds of those in attendance the long-time soundness of the company and the careful laboratory methods employed in perfecting the instruments. Background and many years of success are emphasized, built on long-time and consistent experience in quality manufacture. Purpose: to convince the dealers they should have pride and confidence in selling the Sheaffer line.

2. Development of the Snorkel

Pen: This is a story of teamwork by the Research and Development Division which co-ordinates the work of the Development Department, Industrial Design Department, Patent Department, Testing Laboratory, Research Laboratory, Metallurgical Laboratory, Analytical Laboratory and Electrophysical Laboratory. All this leads up to the development of the Snorkel pen, described as the greatest step forward in the history of fountain pen manufacture because it eliminates dipping the pen in ink, wiping it to free it of ink after filling, and so does away with the "messy job of refilling." The Snorkel is the featured pen of the year. "The sensation of the trade," the speaker says.

3. You Can't Do Business from an Empty Wagon:

This has to do with buying and inventory control. It is discussed under sub-headings such as: Basis of Inventory Control; Pen Business Extremely Profitable; Analysis of Brands on Market; Concen-



SOMETHING MISSING...

LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

Really get the picture before you make up your California newspaper schedules. It's this:—The Billion Dollar Valley of the Bees—the great inland area of California—has more buying power than San Francisco and Oakland combined. And in this lucrative inland market, the favorite newspapers are the...

Mc CLATCHY NEWSPAPERS



THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

tration; Establishing Inventory Control; Dealers' Questions on Pen Business; Reasons for Inventory Control; Turnover Problem; Recommendations, and Remember. Reasons for inventory control include: Adequate selection means investment; inventory control gives maximum selection with minimum investment; fair turnover consistent with profit. The study covers the following: (a) in the spring, Mother's Day, Father's Day, graduations and weddings; (b) in the fall, school opening and, in the winter, Christmas.

4. Advertising: The real function of advertising, it is explained, is to fill the customer's needs. Steps in the buying process: to spur the customer's *conscious* awareness of a want, need or desire; establishment of relationship between this desire and possible solution; customer's belief that the solution offered is reasonable; arousing the customer's determination to examine the solution physically in the dealer's store; weighing price against benefit; comparing cost with other possible solutions; actual exchange of money for the product.

Sheaffer's plan, largest media schedule and largest newspaper list. On television, "Your Show of Shows," topped nationally (TV effective for the home demonstration of the new Snorkel pen); in non-TV areas, more newspaper advertising. And, remember, advertising can do only so much; the dealer must clinch the sale.

5. What's Wrong with Retail Selling: The retail salesman is the most important wheel in the distribution machine because, "there are only 24 inches between the salesman and the customer." Six billion dollars are spent each year to whet the customer's appetite over radio, television, in magazines, car cards and similar media, and the whole thing stands or falls on those last two feet. *Fortune* magazine quoted as saying, after a survey, that out of 103 stores only 11 offered a companion line suggestion. A University of Illinois survey showed only one out of six salespeople offered suggestions, while before the war one out of three offered them. Eight deadly sales sins: Salespeople play a negative roll; they do not trade up; they do not suggest companion sales; they overemphasize price; they do not play up customer's desires; they have little sales knowledge; they haven't been sold by the manufacturers; they don't know how to close. Still, the salespeople are not apathetic as is indicated by these findings: 87% want to know more about selling; 90% want to know more about the products they sell. The program makes suggestions for overcoming these and other evils.

6. Like "Sterling" on Silver: This section gets down to the selling features of Sheaffer merchandise such as "touchdown filling with the magic tube of the Snorkel Pen" which takes the "dunk" out of pen-filling. Among the points stressed, the pen's fluid control mechanism, the feed, regulates expansion of the writing fluid due to atmospheric conditions or accidental jarring; holds an unusually large amount of writing fluid, etc.; the story of Sheaffer desk sets and Sheaffer's position in the field of supplying trophies and gift sets; the Triumph pencil with its balanced design. Then, Sheaffer's price list on taxable items gives list prices and suggests markups.

7. Effective Retail Selling: Establish a basis of confidence between you and your customer. The sales person who holds to the ideal of service to his customer in all his dealings serves three people: his customer, his employer, and himself. Always give the customer a choice. Statistics show



ONE SALE, 3 PURCHASES: Related-item promotion is the thing these days, and two manufacturers combine forces in this one which stops the shopper, tells her what she can make, how to make it, what it costs, puts the ingredients right in front of her. It's the ideal product for the busy housewife who wants a quick-to-make treat for the kids after school. She buys Durkee's margarine and coconut and Hershey's chocolate all at once—takes along a free fudge recipe, too. Reserve stocks flanking the fixture make stock replenishment fast, easy. Dealers can use the display as a counter extension or island unit; either way it will stand a lot of rough treatment on sales floors. Created by Hinde & Dauch Paper Co., Sandusky, Ohio.

that when a customer has a selection, more often than not he buys, because it is easier for him to say "Yes." Do not clutter the counter. If a customer has a choice between two items, he is more likely to buy than if he has to choose between five or six. So, if you show more, return all but two to the showcase.

8. Ways to Sell Up and Sell More:

A Sheaffer survey revealed the fact that 85% of all quality pens are sold for gifts. How the company, to keep in step with this discovery, changed its packaging and developed a beautiful gift box, revised its advertising to show complete gift ensembles, and redesigned showcases, and came up with a tested retail selling plan is explained. Then, a summary of a study of 40 topnotch salespeople made by the New York University School of Retailing. Nine examples of "what makes topnotch salespeople tick." Among these: Topnotch salespeople demonstrate their merchandise and handle it with appreciation; they have respect for better-quality goods; they are friendly but not familiar; they do not use pressure; they know their merchandise and are willing to give definite opinions; they show a genuine willingness to serve; they dress neatly but do not overdress; they are average people.

9. Retailer's Obligation to Customers:

This takes up outside-of-the-store selling such as quantity lots to manufacturers and business organizations for gift purposes and to fraternal and social organizations such as a Masonic organization, an Elks Club, a Lions Club, Rotary or Kiwanis, and so on. They often make presentations to out-going officers that may cost \$100 or more. Tip: Keep a card index file showing dates of elections and contact the secretary three or four weeks in advance of the elections. Similar prospects, banks, financial organizations, insurance companies, professional men, all of whom need good writing equipment. Also, business schools to sell Sheaffer's special shorthand pens, and don't overlook other schools that may order supplies in large quantities. Then, there are the lithographed pencils, often sold in big lots for advertising purposes. Prices quoted for lithographing and engraving.

10. Point-of-Purchase Displays:

To emphasize the value of proper displays and their effect at point-of-purchase, the story of a study made by the DuPont Acele Rayon Division is told at the clinic. For a month this company kept its checkers at all the

doors of a large midwestern department store. Customers leaving the store were questioned. Of these, 65% said they had bought something they hadn't intended to buy. In dollars this accounted for 45% of the store's total volume, and 98% of the customers said they bought because they saw the merchandise displayed. Then, with that, the Sheaffer speaker said: "We have available for you: a merchandising department, window displays (motion), counter cards, carbro cards, teaser material (Snorkel tags, plastic cards), Caesar-Cola stick-

ers, advertising mats, electrotypes, radio and TV spots, film advertisements (through United Film Service), catalog department and envelope enclosures.

11. Fineline with Ballpoint: The Fineline products, pen, pencil and ballpoint make up Sheaffer's low price line. Pencil and ballpoint sell for \$1.65 each, the ensemble including the pen, for \$5.40, in a gift box. This line, and the market it seeks to fill, is explained. Then such items as Skrip, the Sheaffer writing fluid, leads

**MAJOR
circulation
growth of
all three
WORCESTER**

newspapers

**MORE
value for
every
advertiser!**



A basic reason why more advertisers are enjoying more sales in the rich Worcester Market is the substantial, steady circulation growth of all three Worcester newspapers. Since 1932, the average net paid circulation of the Telegram-Gazette has jumped 53% — the Sunday Telegram 105%! Increases for every five year period average 16% for the two dailies and 29% Sundays.

Coverage of the prosperous Worcester Market is yours with 154,490 copies every day and 104,308 copies every Sunday, blanketing Worcester's buy-conscious people. Tell and sell the entire Worcester Market, at low cost and with plus value, by consistent advertising in the Worcester Telegram-Gazette—the papers that now guide the buying of more Worcester Market people than ever before!



WORCESTER, MASSACHUSETTS

George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

and erasers are taken up. Time is also given to another facet of the business—ink stain removers and the removal procedure. Methods for taking stains out of various fabrics are explained. Then, the subject of repairs is discussed. Repairs, through the service department are made on the production-line method with each operator a specialist. The item in for repair starts at one end of the line and, when ready, moves on a belt to the mailing desk. This, the dealers are told, means expert work and fast handling.

12. Public Relations Program:

As potential customers believe what they read in the news, or hear over radio, the company's public relations setup is described to those attending. Among its objects: to promote public respect, understanding and acceptance of the company, its products and the dealers who sell those products; to induce the public to buy Sheaffer merchandise; to convince the public that the Sheaffer company is a good company, fair in its dealings with employees, dealers and stockholders, and with its customers. Then, "publicity sells for you." As a convincer, a list of users of this publicity is given. It includes newspapers, magazines, business papers, TV and radio stations. The new Snorkel pen, it is pointed out, has received a great deal of publicity.

13. Man's Confidence in Man:

Lastly, the subject of credits is taken up with suggestions for evaluating credit possibilities. Suggestion: "Keep your accounts within proper bounds. Don't let slow customers tie up too much of your working capital. Say 'no' if necessary. You won't lose business in the long run. And, too, 'your credit with suppliers is a most valuable asset.' Advice is given to the dealer on the proper steps to take if he finds himself in a 'tight position.'

There are many ways to create desire for a product, but probably the simplest are those of quality, efficiency, romance, and pride of possession. These are not necessarily cited in the order of their importance either, for, in selling, one never knows when the last shall be first!

How to Sell Like a Star Salesman
—Harry Simmons

The value of taking discounts is explained.

Aside from the above, some time is given to a discussion of such matters as merchandising units, fixtures, use of color in displays, lighting, including fluorescent lighting, the well-laid-out understock, etc. One point: "Take a lesson from the super market. Make it difficult for a customer to leave your store without making a purchase." This advice: "Let the reputable supplier salesman help you with your layout and fixture problem. They visit with hundreds of dealers each year and can pass along ideas that will increase your profits."

After they returned home many of the dealers wrote letters to Sheaffer executives commenting on the clinic. Here are excerpts from some of them:

- "I actually feel guilty now when I sell a competitive product."
- "The program has given us a definite feeling and urge to sell Sheaffer pens exclusively."
- "Knowing selling is no help if you can't apply it."
- "Now I get a greater satisfaction in the sale of one of your pens."

• "We've changed our entire Sheaffer display and it looks better."

• "I've always been sold on Sheaffers and now I know exactly why I can be proud to be a part of your organization."

• "Since returning to my store I have been able to offer my customers much better and more qualified service."

• "It makes me feel like working harder when I know we have that kind of backing in the home office."

• "We are getting our sales personnel excited about the Snorkel pens."

• "After attending your clinic we were able to talk to our salespeople about Sheaffer products with intelligence."

• "Points on 'what's wrong with retail selling' were very helpful."

• "I left with a wonderful impression of your company."

• "I am now much better equipped to sell Sheaffer pens. I notice a difference in the way I talk to customers and in their reactions."

Commenting on the clinic, R. Harvey Whidden, vice-president sales, says: "We have held smaller dealer training schools intermittently over a period of 25 years. For these we brought in approximately 25 or fewer at a time. The results, we believe, were well worth-while, but we wanted to get away from the frequency and to handle them in larger groups. With 90, or perhaps 100, in at a time we feel we can get into the spirit of the thing better and do an improved job."

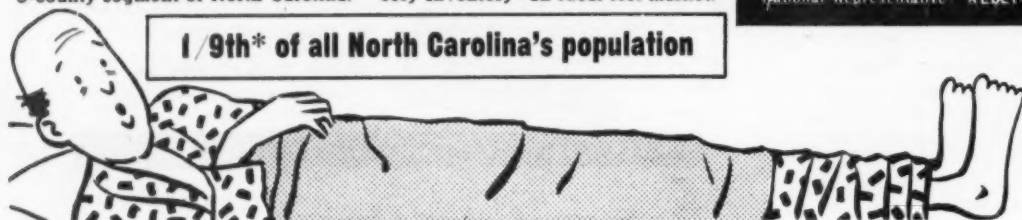
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|--------------------|-----------------|--|--------------|
| *Total Sales . . . | \$1,733,424,000 | Drugs | \$56,838,000 |
| Food | 458,874,000 | Furn., Hsld., Radio | 85,680,000 |
| Gen. Mdsc. . . | 263,872,000 | (Figures — Sales Management Survey, May, 1952) | |

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc.,
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THREE MEN AND A BIRD: George Nicholas (left) of Nicholas Breeding Farm and a director of Turkey Advisory Board, and Ambrose Brownell, president, National Poultry and Hatchery Federation, dissect a good turkey sales talk for the benefit of the butcher.

Turkey Men Find Potential In Off-Season Promotions

Problem: Consumers tend to think of turkey only at holiday time . . . So California growers joined in a co-op drive to push cut-up birds, to promote home-freezing. Their summer campaign pushed volume six million pounds over normal.

BY ELSA GIDLOW

The 1952 crop was 20% over normal. Turkey growers in California did some quick figuring and realized they must sell a lot more turkey close to home if they were to stay solvent.

The nation's total turkey crop also was at a record high: 52 million birds, 11% higher than the previous year.

The Californians, who produce a fifth of the nation's turkey poultage, could not hope to do very well competitively in other regions—because, according to J. G. Berryhill, general manager of the California Turkey Growers' Association, it costs about 4½ cents a pound to ship the birds East.

The growers' appraisal of their situation added up to this: They must

persuade Californians to consume at least 25% more turkey meat than they had in the past. How? This was an \$85,000 question—approximately the amount the California growers raised when they assessed themselves, under the State Marketing Act of 1939, to pay for an educational and promotional program.

The big problem with turkeys was the same that had faced many other crops in the state—pear, cling peach, olive, prune, for example. Huge seasonal production was complicated by seasonal demand. Following the example of these other industries, turkey growers last summer took steps to obtain a Turkey Marketing Order. It went into effect last July—in time to enable them to tie in with the na-

tional "Eat-More Turkey" campaign. In addition to the growers, the order affected breeders of turkeys and distributors.

The Turkey Promotion Advisory Board was created, with headquarters in Fresno, comprised of 10 men drawn from the industry and headed by manager Eugene Beals. The aim of the Board was, through education, merchandising and advertising, to develop a steady year-round market for turkey meat in place of the traditional seasonal market. It worked with the National and the California Turkey Federations, drew on their material, experience and experiments and those of the Department of Agriculture, developed promotional material and worked out a plan of action.

As a test, the Board decided upon a summer promotion in conjunction with National Turkey Federation, called "Midsummer Turkey Time." Results provided the first case history of off-season promotion of turkey. It was extraordinarily successful, considering the small expenditure of money.

Lick Two Hurdles

The industry had two obstacles to overcome in order to move turkeys in summer. One was the consuming habits of the public, long accustomed to thinking of turkey as a food for special occasions, primarily Thanksgiving, Christmas, New Year's Day. The second, (and in some ways more important) was the reluctance of retail dealers to try to merchandise turkeys at other than the traditional seasons. The Board got to work on the dealers first.

Hesitation of retailers to handle turkeys out of season, as they saw it, stemmed from their realization that the average small family, when not entertaining, finds it difficult to finish the usual large bird. Few dealers had the know-how for overcoming this obstacle. One of the first things the turkey men did was to make available to retailers an industry booklet which was a short course in the preparation, cutting, wrapping, and merchandising of whole, or parts of, turkeys—for sale, for freezing, for the home freezer or the commercial locker.

A large part of the instruction was visual. It provided step-by-step illustrated instruction on these operations; explained grading; gave pictorial analysis of parts suitable for separate promotion; discussed visual wrapping materials and procedures for self-service merchandising and/or freezer or locker storage; supplied tables on

Comparative Yields of Large and Small Broad-breasted Meat-type Turkeys, Approximate Shrinkage of Turkeys Between Dressed Weight and Eviscerated Weight; and Percentage Yields and Prices. It gave basic cooking data ("Every meat man should know how to cook turkey.") and included illustrated merchandising suggestions ("Building a Profitable Year-round Turkey Business").

How Size Decided

The portion of this little handbook which was emphasized during the Midsummer Turkey Time promotion was the section on cutting and preparing turkey-by-the-piece. Dealers were reminded that, "as with other meats, housewives generally prefer turkey in meal-size portions except for holidays and special occasions," and that "the largest possible sizes of fresh tom turkeys" are best for cutting up for this type of promotion.

Special committees of men drawn from various sections of the industry were set up throughout California; some worked with key dealers. Educational material was distributed, showing retailers how they could make money by merchandising cut-up as well as various-size turkeys. Meetings were held. Help of distributors and wholesalers and their salesmen was enlisted. Publicity was obtained through business papers which reached retail men. Their own association bulletins helped to spread the news of the promotion.

The consumer campaign was preceded by a kickoff luncheon in San Francisco attended by wholesaler and distributor representatives, home economists, food editors and others with channels to consumers and retailers.

From August 5 through August 14, the period of the intensive campaign to the consumer, industry advertising was run in major San Francisco, Oakland, and Los Angeles newspapers, with smaller space in small-town newspapers. Considerable publicity went along with it. Most radio stations in the state contributed free time over and above the paid air time turned over to the promotion by processors of turkeys, feed companies, and others interested in moving the surplus birds.

The total expenditure on the summer campaign by the California Turkey Promotion Advisory Board was approximately \$5,000. Beals explains: "This does not include the time and effort spent, for which there was no monetary recompense—the voluntary work of industry members."

In addition to advertising, the

Board provided retailers with point-of-purchase promotional material. The main piece was a full-color poster which told shoppers that "Turkeys [are] Plentiful and Economical" and pictured a small-size roasted bird, with space for the retailer to fill in his price per pound.

The campaign, Beals says, was not pointed at any specific kind or weight of bird. "We had an abundance of every size of bird and in almost every case the promotion was toward turkeys in general." This general approach made it possible to get the widest support from the entire industry—grower, wholesaler, distributor—and to enlist the largest number of retailers.

The increase in volume during August—the initial promotional period—was approximately six million pounds over normal monthly sales. (Nationally, the increase in consumption during the same period as a result of the Eat-More Turkey campaign was 60 million pounds.) "This increase in volume, Beal says, "justified our most ambitious hopes for the midsummer campaign. Surprisingly sales continued high even through most of September."

Many salesmen do not realize that closing a sale is simply the logical conclusion to a satisfactory completion of each step of the selling plan.

Open the Mind and
Close the Sale
By John M. Wilson

Part of this continued high volume was credited by turkey men to the specific summer promotion, part to the continuing effort for the year-round consumption of turkeys which had begun to get under way independently of the event described.

If growers, distributors and wholesalers are pleased, so are the merchants who participated. The sustained effort of the retailers after the close of the official promotion is one indication that they have learned there are extra profits to be made through effective merchandising of turkeys. Other evidence is found in results recorded by some of the larger retail operators who keep separate records on sales volume of specific items. For example, the buyer for a large chain in the San Francisco region reported to the Board that his firm's turkey sales shot up 600% as a result of the campaign—with little or no effect on the chain's red meat sales.

The success of this event encouraged the Board to stage another, starting in October, to take up the slack until Thanksgiving and the Christmas holidays could absorb its heavy quota. It sponsored a locker-freezer program, "Locker Time Is Turkey Time," carrying out the "turkey time" refrain of earlier advertising. The aim of this promotion was to get consumers to buy turkeys at the lower off-season price for freezing and storage in the home freezer or locker space.

Dealers were urged to merchandise turkeys and turkey parts for "everyday meals," with the home freezer or locker space to draw on. Housewives, through continuing food page and similar publicity, were reminded that "turkey can be substituted most successfully and economically as the main ingredient in practically any recipe which calls for fish, flesh, or fowl of any kind."

Better Prices, Too

The Board is pleased with over-all results to date. Not the least of the benefits is support of the price structure. Instead of prices slipping, as might be expected with a heavy surplus (although prices have varied with the quality of the birds and the localities where sold), Beals says that "it is generally known that growers had a price increase of from two to three cents a pound, live weight," over the period before the Turkey Marketing Order was issued.

While the Board is getting people in the state to think and eat turkey, it is "talking turkey" to the California legislature now in session in Sacramento. The quail was made the California State Bird in 1931 by an act of the legislature. Turkey men think it should be the turkey, and in October of last year, aided by the Central Valley Empire Association, they formed a plan to oust the quail and elevate the gobbler to that honor.

The president of CVEA, John Roth, of Merced, spoke for the industry when he said: "The quail is a fine game bird but I think that the turkey means more to California. California is the largest single producer of turkeys in the world. Fresno Valley is the largest producer in the state. The quail is relatively scarce. We think that the legislature should reconsider the matter."

The legislature is now considering it. And the California Turkey Promotion Advisory Board is continuing its efforts to put turkey the year round on every table and two turkeys in every locker.



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| CHATTANOOGA, Tenn. | Auto Rent, Inc. | 7-5129 |
| CHICAGO, Ill. | Saunders Drive It Yourself | Central 6-1077 |
| CINCINNATI, O. | Saunders Drive It Yourself | MAin 0010 |
| CLEVELAND, O. | Reflex Bus, U-Drive Division | TOwer 1-2670 |
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| COLUMBUS, Ga. | Marchman's Drive Yourself Co. | 2-0636 |
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| ERIE, Pa. | Standard Car Rental | 21-5121 |
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| FRESNO, Calif. | Acme U-Drive | 4-3717 |
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| GLASGOW, Scotland | Cameron & Campbell, Ltd. | Central 4121 |
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| NANAIMO, B. C. | Island U-Drive, Ltd. | 88 |
| NASHVILLE, Tenn. | Drive Drive It Yourself | 8-1112 |
| NEW ORLEANS, La. | Drive Drive It Yourself | RAYmond 0416 |
| NEW YORK CITY | Kent Auto Rent, Inc. | MURrayhill 2-0489 |
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for 1953. Figures were developed by calculating the volume of prescription sales per county by four factors: prescription sales per capita, per physician, per drug store, proportion of sales to total drug store sales. Write to L. M. Cohen, Business Manager, *Modern Medicine*, 84 S. 10th St., Minneapolis 3, Minn.

TV Market in N. Y., N. J. and Conn.: Survey of set-owning families conducted by *TV Guide* magazine. Composition of the TV family is analyzed as to income, bank accounts, home and car ownership, etc.; and buying habits of 400,000

families are broken down into these categories, among others: liquor preferences, smoking, weekly food budget, department store accounts. Write to A. J. Segal, Advertising Sales Director, *TV Guide*, 251 W. 42nd St., New York 36, N. Y.

When Is Business Too Big?

A study of the factors which lead to bigness in business made by The American Institute of Management. Approximately 3,000 leading corporations, of various sizes, covering a broad range of industries, have been scrutinized by the Institute. An important test of the new Administration's attitude toward business, according to the AIM report, will come when the newly constituted Department of Justice decides to proceed with or discontinue the various court actions in which "bigness is equated with monopoly or restraint of trade." Mentioning the du Pont, soap company and other actions as cases in point, the report points out that size is the result of excellent management rather than monopolistic practices, and that competition is stronger be-

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tween giant corporations than it is between smaller concerns. Decentralization and the growth of product-division form of organization are "strengthening the urge toward ever greater efficiency, lower costs of production and sales, and the perfection of administrative techniques. Write to Dennis J. Lynds, The American Institute of Management, 125 E. 38th St., New York 16, N. Y.

Industrial Piping Market: Booklet from *Heating Piping & Air Conditioning*, which gives information about the key men who determine whose products are used on piping jobs—both new work and maintenance. There is a blueprint for a process piping system which calls for specialized engineering skill and installation experience and the products needed for the installation. Three interview reports detail how industrial piping is handled in a large chemical plant—typical of most industries where piping is vital to production. Write to F. P. Keeney, Keeney Publishing Co., 6 N. Michigan Ave., Chicago 2, Ill.

Sales Quotas: A report on current practices from the Department of Business Administration, School of Business and Civic Administration, The City College (New York). The survey was conducted among manufacturers to determine: extent of the use of quotas, methods employed in preparing quotas, and the various uses to which quotas are put. In four parts, it includes: users of quotas, methods, uses, non-users of quotas, methodology, and a technical appendix. Write to Milton S. Stevens, School of Business and Civic Administration, The City College, 17 Lexington Ave., New York 10, N. Y.

Informative Labeling at Point-of-Purchase: Booklet put out by Dennison Manufacturing Co. which describes nine ways in which informative labeling can help solve merchandising problems: (1) combating price competition; (2) establishing your trade name; (3) making advertising more effective; (4) educating retail salespeople; (5) selling the merchandise buyer; (6) increasing profitable self-selling; (7) reselling

purchasers after the sale; (8) reducing losses in returned goods; (9) answering the consumer movement. Write to Richard J. Cullen, Assistant Sales Promotion Manager, Dennison Manufacturing Co., Framingham, Mass.

Color Standards and Research: Published by American Color Trends, Research Division of Faber Birren & Co., it lists the more important color standards available today, which help to analyze the flow of color trends in consumer goods and to avoid economic waste by giving the public what it wants. Included in the reference material: Aviation Obstruction Marking, British Color Council Dictionary of Color Standards, Carpet and Rug Color Card, Color Harmony Manual, Compressed Gas Cylinders and Pipelines Color Code, Drapery and Upholstery Fabric Color Card, Facing Tile, Federal Color Card, Foundry Patterns on Wood, Gray Finishes for Industrial Apparatus and Equipment. Write to Faber Birren, Faber Birren & Co., 500 Fifth Ave., New York 18, N. Y.

Before You Claim Distribution Costs Are Too High...

... see how a 2¼-cent increase in the factory price of plastic curtain material becomes a 17-cent increase in the retail price; how a farmer nets more dollars in profit although his sales percent of retail tomato price drops.

**BY RALPH F. HANSEN • Manager, Marketing Department,
Plastics Division, Monsanto Chemical Co.**

Now that we are in an era of selling, more emphasis will be placed on determining what prices the consumer will pay for products and services.

Because business uses the percent markup system from raw materials to finished products a 2¼-cent increase in production costs can readily become a 17-cent increase in the retail price.

On the other hand, an increase in distribution costs, despite widely held beliefs to the contrary, does not necessarily penalize the consumer with a higher price. We are not advocating increases in distribution costs (to some economists they are too high now), but if products can be moved faster without lowering quality and maintaining the same profit percentage, then higher distribution costs should be justified.

How to Price Yourself Out of the \$1.98 Market

This is the actual progressive markup of a pair of plastic draperies consisting of 3½ square yards of vinyl film. (See charts p. 87)

If the manufacturing cost of gray goods for one pair of plastic draperies went up 2¼c, the material would have to sell for 48c vs 45c because of the 25% gross margin involved at the factory, before sales and administrative costs are added.

The 31% margin for converting represents the cost of printing with a four-color process plus selling and profit.

A fabricating margin of 46% is necessary in this case to cover cutting and stitching, including the distribution costs and profit. This increases the drapery cost up to \$1.29 vs \$1.19. It can be readily ascertained in the last two steps that the markup in-

cludes both distribution and production costs.

By applying a 40% markup to the \$1.29 wholesale price in the right-hand column, a retail price of \$2.15 results. This is 17c higher than the \$1.98 price (a 40% markup from \$1.19)—all because of a 2¼c difference in production costs at the base level. Although the difference in money is only 8%, the consumer's sales resistance to the price of \$2.15 may be much greater. According to a study of relative frequency of price ranges in newspaper advertising, by Charles W. Hoyt Co., Inc., prices from \$1.95 to \$2 are 30 times more frequent than \$2.15 to \$2.20.

Basic Markups

The Controllers Congress of the National Retail Dry Goods Association tells us that the drapery and curtain departments in 1951 in the \$5-\$10-million-class department stores showed a cumulative markon of 41.3%; markdown, stock shortages and workroom costs of 8.2%; cash discounts of 1.6% resulting in a gross margin of 37%. In this case, if the price is dropped to \$1.98, with a \$1.29 cost, a markup of only 35% is obtained, which would be well below the cumulative markup resulting in no profit. It is, therefore, evident that slight increases in production costs can hurt marketing by reducing profit at the retail level.

Increasing Profit by Increasing Distribution Costs

Before you raise your eyebrows at this, consider the postwar growth of packaged tomatoes. Today it has practically replaced the bulk or lug method of distribution.

Here is an example of increasing distribution costs with no penalty to the ultimate consumer in the form of price hikes or inferior quality. Furthermore, by changing from bulk to consumer packaging, the industry has increased three- to fourfold in the last seven years, while the farmer, shipper and packer have profited on the whole. In one case the distribution costs are 51.5%, while the better marketing job is done with the 60% distribution costs.

Watch These Tomatoes

Two lugs of tomatoes weighing approximately 32 pounds are sold by the farmer at the same time at an average price of \$2.28 per lug. The freight rate, including icing, is 72c in both cases, bringing the total cost to \$3 for the "commission merchant" or wholesaler. By following the right side of the column, it is noted that the wholesaler sells the jobber at \$3.50 while undergoing a 2-pound shrinkage loss which brings the net weight down to 30 pounds. The jobber sells it to the retailer at \$3.80.

The retailer, anticipating shrinkage, takes a markup of 33 1/3% or 19c per pound to make up for an average loss of 17½% because of spoilage caused by customers pinching the tomatoes, etc.

This 17½% loss brings a total of \$4.70 to his cash register, or a gross profit of 90c. His sales and turnover have lagged because of an increasingly inferior assortment in a dwindling bulk container.

Following the other lug on the left-hand side with the wholesale merchant also acting as a converter, where it seems logical for grading, ripening and packaging, the wholesale-converter eliminates 8% of the tomatoes due to culls, freeze marks, etc. With a net of approximately 30 pounds he packages 4 or 5 tomatoes or 1 pound to a carton overwrapped in cellophane. Ten cartons are then placed in a tray and 1 lug will yield approximately 3 trays or 30 cartons.

Using approximately the same markup as he did before, he sells 3 trays of tomatoes (formerly 1 lug) to the jobber for \$4.15.

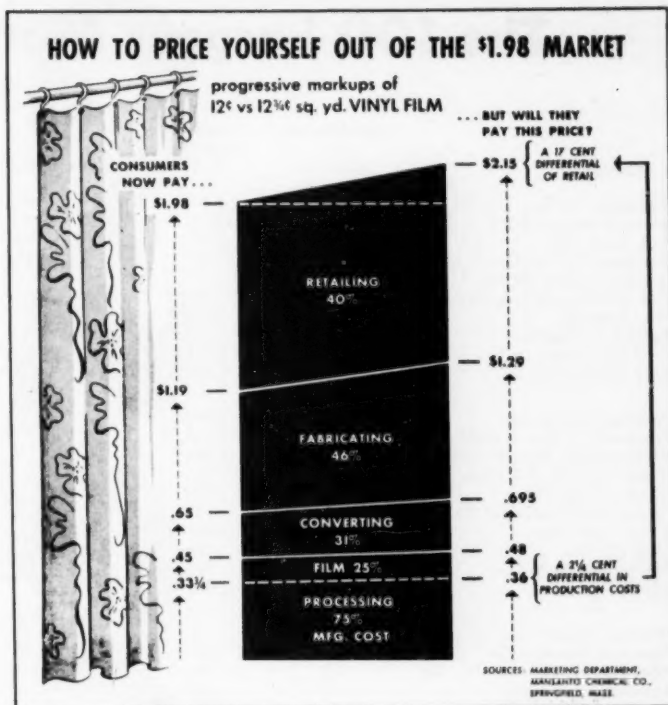
The jobber who formerly handled lugs can increase turnover by selling

1 or 2 trays to the smaller retailer who heretofore felt 1 lug (approximately three trays) was too much. In this case, the retailer buys 3 trays of tomatoes and pays the jobber \$4.50, his usual markup. The retailer now marks his tomatoes 19c a package and, with the possibility of shrinkage eliminated, grosses \$1.20 in packages vs. 90c in lugs. Other advantages are:

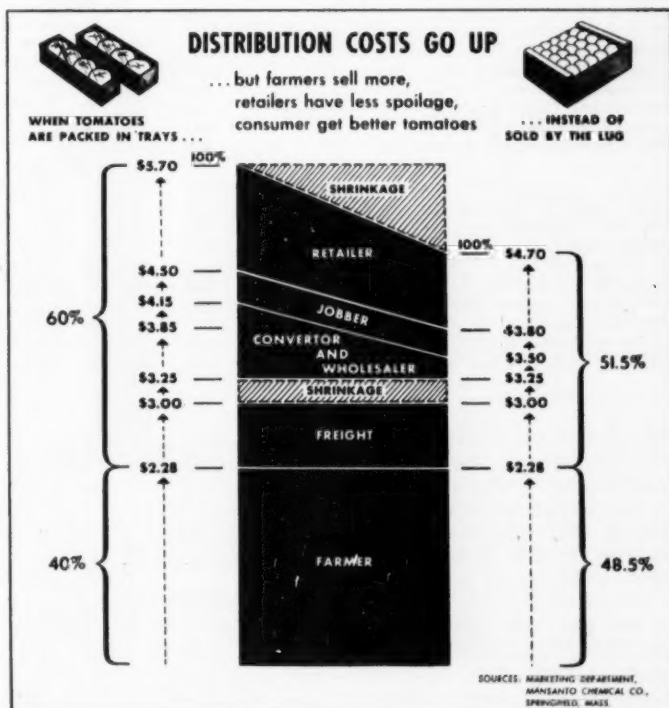
1. A larger average sales check
2. Cleaner, better produce
3. Reduced shrinkage at home — easy storage
4. Branding and grading made possible
5. Faster turnover because of self-service packages
6. Faster turnover because of semi-visible packaging*
7. More profit to the grocer
8. Control and freshness through coding and dating
9. Ready for table use (applies particularly to washed spinach, coleslaw, salad mixes, etc.)

Now if we go back to the column of packaging vs. bulk, at first glance it would seem that the farmer fared better by selling in lugs all the way to the consumer, for his percentage of the consumer dollar was 48.5%, whereas the cost of distribution was 51.5%. As can be readily seen from the left-hand side of the column, the farmer was better off by receiving only 40% of the consumer dollar than he would have been by getting 51.5%. He sold his tomatoes at the same price, yet he was able to sell more tomatoes as a result of the increased demand caused by packaging. It seems evident here, as marketing costs increase through better packaging, more advertising, wider distribution and added services, that the additional volume should automatically drive down production costs through larger volume economies. True, there are economies to be made in distribution, but the error seems to be in looking at production costs and consumer costs separately. They are both head and tails of the same coin.

* A market test conducted by the Vuepak acetate sheet department of Monsanto indicates a fully visible package will out-sell the semi-visible with a 2c per package premium.



WHO'S RESPONSIBLE? The consumer (right hand column above) is asked to pay 17c more, and a successful retail price level has been exceeded, although the raw material cost is up only 2 1/4c. Should production management be as concerned with the effect on the retail price as the sales head? Note 10c of the 17c increase occurs in fabricating before the curtain moves into distribution.



DISTRIBUTION gives a product time and place utility, but packaging, a part of distribution costs, can add a third factor: quality control. Does quality produce benefits? This chart says "yes." What distribution factor could increase your values?

The 100 Largest Manufacturers

| Rank | Company | Subsidiaries and Affiliates | Assets (Millions of \$) | Rank | Company | Subsidiaries and Affiliates | Assets (Millions of \$) |
|------|---------------------------------------|-----------------------------|-------------------------|------|---|-----------------------------|-------------------------|
| 1. | Standard Oil Co., (N. J.) | 125 | 4,707 | 51. | Deere & Co. | 18 | 384 |
| 2. | General Motors Corp. | 52 | 3,672 | 52. | Inland Steel Co. | 15 | 381 |
| 3. | U.S. Steel Co. | 43 | 3,141 | 52. | Union Oil Company of California | 7 | 381 |
| 4. | Standard Oil Co. (Ind.) | 18 | 1,801 | 54. | Pittsburgh Plate Glass Co. | 32 | 380 |
| 5. | Socony-Vacuum Oil Co. | 67 | 1,792 | 55. | Sun Oil Co. | 22 | 379 |
| 6. | E. I. Du Pont de Nemours & Co. | 19 | 1,599 | 56. | American Cyanamid Co. | 13 | 374 |
| 7. | The Texas Co. | 90 | 1,549 | 57. | Radio Corporation of America | 16 | 370 |
| 8. | Bethlehem Steel Co. | 55 | 1,542 | 58. | United Fruit Co. | — | 365 |
| 9. | Gulf Oil Corp. | 19 | 1,512 | 59. | American Smelting & Refining Co. | 40 | 363 |
| 10. | Ford Motor Co. | — | 1,469 | 60. | The Singer Manufacturing Co. | 6 | 355 |
| 11. | General Electric Co. | 19 | 1,460 | 61. | Phelps Dodge Refining Corp. | 14 | 337 |
| 12. | Standard Oil Co. of California | 93 | 1,366 | 62. | Celanese Corporation of America | 12 | 335 |
| 13. | Westinghouse Electric Corp. | 12 | 1,004 | 63. | Pure Oil Co. | 35 | 332 |
| 14. | Union Carbide & Carbon Corp. | 21 | 978 | 64. | Tide Water Associated Oil Co. | 22 | 328 |
| 15. | Cities Service Co. | 35 | 973 | 65. | Reynolds Metals Co. | 15 | 319 |
| 16. | International Harvester Co. | 27 | 909 | 66. | Allis-Chalmers Mfg. Co. | 3 | 316 |
| 17. | Sinclair Oil Corp. | 11 | 880 | 67. | Continental Oil Co. | 19 | 312 |
| 18. | Shell Oil Co. | 6 | 792 | 68. | American Viscose Corp. | 8 | 300 |
| 19. | Phillips Petroleum Co. | 31 | 780 | 68. | Weyerhaeuser Timber Co. | 12 | 300 |
| 20. | Chrysler Corp. | 26 | 758 | 70. | Continental Can Co., Inc. | 11 | 299 |
| 21. | Western Electric Co. | 6 | 748 | 71. | General Foods Corp. | 16 | 292 |
| 22. | American Tobacco Co. | 8 | 734 | 72. | The Borden Co. | 16 | 283 |
| 23. | Anaconda Copper Mining Co. | 23 | 732 | 73. | Standard Oil Company of Ohio | 18 | 278 |
| 24. | Republic Steel Corp. | 15 | 692 | 74. | Burlington Mills Corp. | 3 | 276 |
| 25. | Kennecott Copper Corp. | 16 | 687 | 75. | Philip Morris & Co., Ltd. | 2 | 265 |
| 26. | Goodyear Tire & Rubber Co. | 49 | 659 | 75. | Ohio Oil Co. | 10 | 265 |
| 27. | Aluminum Corporation of America | 39 | 640 | 75. | J. P. Stevens & Co. | 8 | 265 |
| 28. | Jones & Laughlin Steel Corp. | 18 | 592 | 78. | Monsanto Chemical Co. | 12 | 262 |
| 29. | R. J. Reynolds Tobacco Co. | 1 | 578 | 79. | Caterpillar Tractor Co. | 0 | 254 |
| 30. | Armour & Co. | 29 | 503 | 80. | Skelly Oil Co. | 4 | 234 |
| 31. | The Atlantic Refining Co. | 32 | 482 | 81. | United Aircraft Corp. | 5 | 231 |
| 32. | Liggett & Myers Tobacco Co. | 3 | 480 | 82. | National Lead Co. | 27 | 230 |
| 32. | Swift & Co. | 25 | 480 | 83. | Borg-Warner Corp. | 38 | 229 |
| 34. | U. S. Rubber Co. | 15 | 463 | 84. | The Coca-Cola Co. | 24 | 221 |
| 35. | Eastman Kodak Co. | 69 | 461 | 85. | American Radiator & Standard Sanitary Corp. | 25 | 216 |
| 36. | Firestone Tire & Rubber Co. | 77 | 459 | 86. | Wheeling Steel Corp. | 16 | 215 |
| 37. | National Steel Corp. | 15 | 453 | 87. | Bendix Aviation Corp. | 16 | 210 |
| 38. | International Paper Co. | 27 | 448 | 88. | Pullman, Inc. | 4 | 208 |
| 39. | Seagram—Distillers Corp. | 20 | 447 | 89. | Owens-Illinois Glass Co. | 13 | 206 |
| 40. | The Youngstown Sheet & Tube Co. | 40 | 439 | 90. | St. Regis Paper Co. | 12 | 205 |
| 41. | Schenley Industries, Inc. | 27 | 438 | 91. | Richfield Oil Corp. | 4 | 202 |
| 42. | Allied Chemical & Dye Corp. | 20 | 436 | 92. | Crown Zellerbach Corp. | 31 | 200 |
| 43. | The Dow Chemical Co. | 9 | 427 | 93. | U. S. Gypsum Co. | 10 | 198 |
| 44. | Armco Steel Corp. | 20 | 416 | 94. | General American Transportation Corp. | 13 | 195 |
| 44. | B. F. Goodrich Co. | 10 | 416 | 95. | Kaiser Steel Corp. | — | 190 |
| 46. | Procter & Gamble Co. | 17 | 397 | 95. | Nash-Kelvinator Corp. | 7 | 190 |
| 47. | International Business Machines Corp. | 7 | 394 | 95. | Walker-Gooderham & Worts | 11 | 190 |
| 48. | American Can Co. | 3 | 393 | 98. | National Biscuit Co. | 7 | 188 |
| 49. | National Distillers Products Corp. | 40 | 388 | 99. | Johns-Manville Corp. | 14 | 177 |
| 50. | National Dairy Products Corp. | 62 | 387 | 100. | Olin Industries, Inc. | — | 176 |
| | | | | 100. | Wilson & Co., Inc. | 19 | 176 |

In all branches of manufacturing there are now almost 100,000 corporations, plus almost 200,000 individual proprietorships and partnerships.

The 100 largest manufacturing corporations had at the close of 1951 total assets in excess of \$60 billion, made up roughly 60% in cash, securities, inventories and receivables; 40% in land, plant and equipment.

The average employment in the 100 companies is about 42,000, and the assets represent an average investment of roughly \$15,000 per employee. Fifty-two of these largest companies have more shareholders than employees.

The above table ranks the 100 largest manufacturers according to total assets, and shows also the number of first-line subsidiary and affiliated companies. Many have subsidiaries within subsidiaries. Standard Oil Co. (New Jersey) has nearly 350 subsidiaries and affiliates,

but only 125 on the direct line of descent. Esso Standard Oil Co., for example, is a direct subsidiary, and it, in turn, has 10 subsidiaries.

Caterpillar Tractor Co. is the one corporation among the 100 largest that has no subsidiaries. The definite count on subsidiaries of Ford Motor Co., United Fruit Co., Olin Industries and Kaiser Steel Co. is unknown, and spaces are left blank in the table.

Twenty of the 100 largest companies are in the petroleum field, 17 in primary metals, 13 in food and kindred products, 6 chemicals, 5 transportation equipment.

The source for total assets at the close of 1951, is the National City Bank of New York, and the count on subsidiaries and affiliates is taken from "A List of 1,000 Large Manufacturing Companies," published by the Federal Trade Commission.

You can reach nearly

out of every

2

3

families in

the top three markets

with this

great buy!

1

FIRST 3 Markets Group offers you a responsive audience of nearly $\frac{1}{2}$ of all families in the 3 City and Suburban areas of New York, Chicago and Philadelphia.

These 3 compact markets account for 18% of total U.S. Retail sales, $\frac{1}{4}$ of Drug sales, $\frac{1}{4}$ of Food sales, $\frac{1}{4}$ of Furniture and Appliance sales, and over $\frac{1}{4}$ of total U.S. Apparel sales. Increase your sales with this 1 great buy...



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer
Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArlfield 1-7946
Los Angeles 17, Calif., 1157 Wilshire Boulevard, MIchigan 0859

Gettell Urges Stronger Selling To Meet Mounting "Fear Complex"

Revival of "Nearly lost arts of competitive selling" can push nation's economy to higher levels, says economist of Time, Inc. ANA urges "joint commercials" of related products; will issue studies soon on P-o-P, magazines.

Positive action must be taken in this "time of uneasy prosperity" to meet popular fears of "illusory growth" and of inflation, Richard Glenn Gettell, chief economist of Time, Inc., emphasized at the spring meeting of the Association of National Advertisers at Hot Springs.

As "energizing factors," Dr. Gettell urged:

1. Increased marketing efficiency to "cut the costs of physical distribution and to pass the savings on to the public," and

2. Improved "techniques of selling, advertising and promotion, to create new and larger demand, to revive the nearly lost arts of competitive selling."

The Association announced at the meeting several steps it is taking in and with major media to strengthen the effectiveness of members' advertising.

The Radio & TV Steering Committee, headed by Edwin W. Ebel, advertising director of General Foods Corp., recommends that radio and TV stations accept commercials for related products of separate manufacturers under combined sponsorship.

Local Rate Study

As the result of joint efforts of the ANA and the Newspaper Advertising Executives Association, local rate cards of the nearly 600 NAEA member newspapers have been made available to the ANA for the first time. The new arrangement is expected to stimulate manufacturer-retailer co-op advertising in this medium. George Mosley, vice-president of Seagram-Distillers Corp., is chairman of the ANA newspaper committee.

The ANA will publish next year a book on characteristics, applications and function of point-of-purchase advertising. Point-of-Purchase Advertising Institute is cooperating in the project. Murray Koff of Seagram-

Distillers is chairman.

A new analysis of rate and circulation trends covering all consumer and farm magazines with 200,000 or more net paid circulation and advertising revenue of at least \$1 million—both for 1951—will be published by the ANA this summer. The last volume in this series, called "Magazine Circulation Analysis," was issued in 1949. George Oliva, advertising director of National Biscuit Co., is magazine steering committee chairman.

The ANA also went on record as opposed to buying space in "programs, yearbooks and other irregular publications," the purpose of which is to obtain revenue for charitable, trade and other organizations.

A New Title?

Donald V. Seem, advertising manager, Electric Auto-Lite Co., Toledo, was elected chairman of the Distribution Council of National Advertisers, which operates with Western Union the "Operator 25" service for localizing national advertising.

Marvin Bower of McKinsey & Co., management consultants, suggested that the title director of advertising be changed to director of advertising *planning*. With the advertising agency filling the creative function, the advertising director should work to dovetail advertising more effectively into the whole sales scheme. Especially in companies with widely-diversified lines of products, he also urged separate product managers and wider latitude for local managers under them.

Bower described "planning" as the process of finding and interpreting the facts and then building the program on them.

Charles L. Whittier, retired vice-president of Young & Rubicam, reported results from a personal investigation he made of some 300 adver-

tisements in recent issues of *Ladies' Home Journal* and *Life*. Only 29% of them, he said, "had good ideas in them; 27% had fair ideas; 17% had poor ideas, and 27% had no ideas at all."

Three headlines which he thought unusually effective were Studebaker's "The New American Car with the European Look," Tide detergent's "You Never Had It So Clean," and American Dairy Association's "You Never Outgrow the Need for Milk."

Factors which Mr. Whittier considered in his "I-Test" were "an idea"; "immediate impact" of headline and illustration; "incessant interest" of copy; "information" and "impulsion."

Keeping Management Sold

Robert J. Keith, vice-president of Pillsbury Mills, Inc., stressed the importance of a continuing educational campaign to management on "why we spend all the money we do" for advertising. Such a campaign in his company, he explained, shows that advertising is a major factor in "creating and distributing values," and is "not to be charged off as mere overhead. . . . Investment in advertising is to our sales force what investment in plant and equipment is to our production force."

The "playback" approach to testing advertisements—or "the verbatim reproduction, in the respondent's own words, of everything that he or she could remember about an ad"—was described by Richard D. Crisp, marketing research director of Tatham-Laird, Inc., Chicago agency.

With so many pressures on their time, he said, many prospects read with a "shutter mind": Advertisers must catch their attention quickly. Other factors which must be considered are that many advertisements succeed only in attracting people who are not prospects. Crisp urged that every advertisement contain helpful information, be believable, and make the impression which the advertiser intended.

About 95% of all national advertisers spending \$1 million or more annually are now among the 325 company members of the ANA. These represent about half the total membership, with a combined volume which exceeds \$1 billion annually.

You have
to earn
this kind
of
popularity!



**Advertisers
Choose
NEWSPAPERS
3 to 1
over these
media***



Newspapers
\$2,458,000,000



Radio
\$722,000,000



Magazines
\$614,000,000



TV
\$580,000,000

If you judge the effectiveness of an advertising medium for your business:

By the amount advertisers invest in it . . .

A record \$2.4 billion in newspapers — more than the amount spent in all radio, magazines and TV combined.

Or by the advertisers who use it . . .

Manufacturers, merchants, housewives with a perambulator or refrigerator to sell. And local businessmen—not only those who spend their

own money, but those who spend the millions manufacturers contribute.

Or by the prospects you can reach . . .

More newspapers are sold every day than the number of families in the U.S.

Then you know why newspapers have *earned* this kind of popularity among the people who sell.

*Preliminary estimates of total 1952 advertising published by Printers' Ink. Figures include production, talent. Newspapers are dailies—weekdays and Sundays.

BUREAU OF ADVERTISING American Newspaper Publishers Association • 570 Lexington Ave., New York 22—PLaza 9-6262
360 N. Michigan Ave., Chicago 1—STate 2-8681 • 240 Montgomery St., San Francisco 4—EXbrook 2-8530

Sponsored by the **Detroit News** in the interests of fuller understanding of newspapers

What Happens When an Industry Goes Overboard on Co-op Advertising?

Have you yielded to dealer pressure for co-op funds to the point where the lion's share of your budget is going to build store prestige rather than your brand name? Look at what happened to wash dresses—and heed the warning.

BY JAMES C. CUMMING

Vice-President, Anderson & Cairns, Inc.

Have you ever wondered what would happen if you followed the advice of some of your retailers and gave your entire advertising budget to them to spend for cooperative advertising?

When you adopt a cooperative advertising program the first thing that happens is that your competitors, if they are on their toes, match you proposition for proposition. Any competitive advantage you may gain will be only temporary. Then what happens?

Perhaps you will find the answer to some of your questions in what happened to a specific industry that really went overboard for cooperative advertising.

This case history should not be dismissed by saying that the wash dress industry is entirely different from your industry. Its products are different, yes, and its competing members may be more alert than your competition. Also its relationship with retailers is extraordinarily close. Beyond that, what has happened in the wash dress field during the past 10 years could happen in your industry.

Seller's Market Spree

During the period of fabric shortages the wash dress industry, like all other sections of the textile industry, could afford to be quite independent. The prewar \$1 house dress of the depression years had moved up to \$1.29, then \$1.98 and now retailed for \$2.98. More expensive materials went into it and it was better styled. Retailers were glad to get what quantities they could, and little or no money changed hands for cooperative advertising. Some of the wash dress houses developed modest national ad-

vertising programs of their own.

Following the shortage period, and until 1949, the big stores discovered that the wash dress was a wonderful promotional item. It developed a great deal of store traffic, but, more important, it pulled numerous mail orders.

So the stores went all-out in organizing wash dress promotions, and the pressure on the wash dress manufacturers for cooperative assistance was almost irresistible. One by one they succumbed to the call of full-page, full-color advertisements in the magazine sections of the newspapers, sponsored by the retailer and paid for, at the local rate, half by the retailer and half by the manufacturer.

Stores Demand More

In addition to paying half the cost, the manufacturer usually supplied the artwork. Some manufacturers, such as Princess Peggy, took good practical advantage of this by preparing distinctive artwork, with a face that was always associated with Princess Peggy dresses. Others simply had their dresses sketched to the best possible advantage, and usually supplied the stores with complete copy and layouts as well.

For a year or two this worked well. The promotions pulled business, and both stores and manufacturers were happy. Then came a few outstanding "flops." Finally, retailers began to notice that none of the promotions were pulling as strongly as they had in the beginning. They could no longer afford, on the basis of direct and immediate sales, to pay even half the \$1,000 to \$8,000 that the color pages cost them.

So they came back to manufacturers such as Wentworth, Perfection, Cotton City, Paintset, Carrie Fash-

ions, Standard Garment and Princess Peggy, and asked for more. Instead of half the cost of the advertisements they would need the entire cost to be paid by the manufacturer. Otherwise there would be no promotions.

Under the circumstances, what would you do? The industry had developed important volume with these shot-in-the-arm promotions. If the manufacturers said a firm "no," all would stop. It was too late now to turn back to sounder, slower ways of developing business.

They realized, too, that not one of these promotions had built any permanent acceptance for brand names. Since the stores controlled the advertising, each promotion had built the reputation of the store. If one manufacturer said "no" while another said "yes," the first manufacturer would lose all his previous investment in that store and the second would immediately cash in.

So they did what you would probably do under the same circumstances; they went along with cooperative advertising. But some of the more alert houses also began to make plans to break the strangle hold of their cooperative advertising policy. They believed that more demands would come later from their retailers, and that they ought to be prepared to meet them or to counter them.

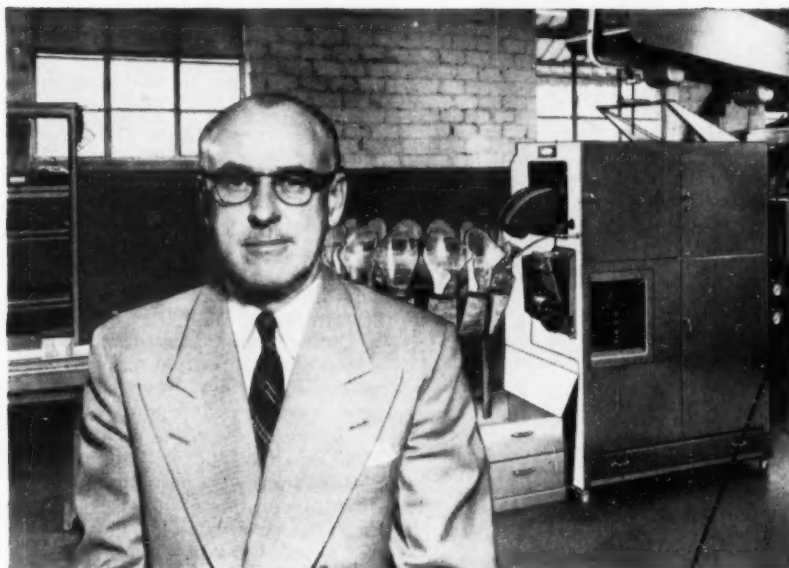
Most of the firms decided that as the chains did not make cooperative advertising demands upon them, they would build more business with the chains as a supplement to their department store volume.

A Different Policy

Standard Garment Co. makes Fruit of the Loom dresses, and through the Fruit of the Loom trademark already had a national brand position. Stores like L. S. Ayres & Co., Indianapolis, promote Fruit of the Loom heavily and include all "Fruit" products in their promotions. In addition, however, Standard experimented with color advertisements in such magazines as the *Ladies' Home Journal* and *Good Housekeeping*. Advance information about these insertions was given to retailers and a high proportion of store tie-ins resulted. Fruit of the Loom also organ-



How Delta airFREIGHT helped Woodman *get in the CHIPS*



Daniel E. Woodman, President, The Woodman Company, Decatur, Ga.

Machine Manufacturer Gains three Big Advantages by using Delta AirFREIGHT

"**TIME** is everlastingly important in this day of fast-moving business" says Mr. Woodman. "We manufacture the Air-Weigh, a machine that weighs and packages potato chips and other food products faster, using compressed air as a propelling force."

"Sending air through the machine means faster packaging with 65% fewer broken chips. Sending the machine through the air via Delta AirFREIGHT means faster capital turnover and 100% undamaged shipments."

Major Sales and Cost Advantages

1 CAPITAL WORKS HARDER

Price of Woodman "Air Weigh" food packaging machines averages \$7500. With several units enroute to customers every week, much of Woodman's capital could be tied up in goods in transit. But with overnight deliveries via Delta AirFREIGHT, customer remittances arrive 2 to 14 days faster than if machines were shipped any other way.

2 GOODS ARRIVE INTACT

The careful handling and smooth ride Delta gives "Air Weigh" machines lets them arrive in first-class condition, ready for immediate installation.

3 CUSTOMERS HAPPY

When users report "Air Weigh" machines cutting packaging-labor costs up to \$100 a day, it's easy to see why new customers want their orders delivered overnight via Delta AirFREIGHT.



General Offices:
Atlanta, Georgia



All Delta flights carry AirFREIGHT



HOW'S YOUR PICTURE?

For answers to specific questions or a personal survey of your overall shipping picture, contact your local Delta AirFREIGHT Representative or AirFREIGHT Dept., Delta Air Lines, Atlanta, Ga. No obligation, of course.



ized a program of color advertising in the comic sections of Sunday newspapers. Standard Garment supplies the plates, the stores pay for the space, and Standard cooperates on a percentage-of-sales basis.

Princess Peggy settled down to a consistent program of small-space co-operative advertisements with retailers. Since this house sells on an exclusive basis it was strong enough to dictate advertising policy to its stores, including in that policy advertising frequency and the use of the Princess Peggy head. Also, Princess Peggy started a small-scale advertising program of its own in *Woman's Day*. This advertising program was definitely a local operation, however, as Princess Peggy magazine advertising appears only in sections of *Woman's Day* which reach Chicago, Milwaukee, Des Moines, Kansas City, St. Louis, Detroit, Toledo, Indianapolis, Cincinnati, Louisville, Grand Rapids, Syracuse, Buffalo, Cleveland, Columbus, Youngstown and Altoona.

Retailers did come through with greater demands. This time they complained that the color promotions, even though fully paid for by the manufacturers, were unprofitable because the stock did not sell out "clean." There were always odds and ends of dresses which had to be marked down for clearance, and the markdowns eliminated profits. Retailers wanted manufacturers to continue to pay all the costs of advertis-

ing, and in addition to guarantee sales. They wanted manufacturers to take back any dresses left unsold.

This time the manufacturers were ready. They were building in other directions, or had plans to do so. They didn't have to go along with the stores, and most of them did not. That is where the wash dress manufacturers stand today. Some are sticking with the department stores, but are avoiding excessively expensive promotions. Others are increasing their business with the chains and are studying the future of super market distribution. Practically all are readying their own advertising programs so that they will no longer be dependent upon cooperative advertising in any form.

You might call that the end of the story to date if it were not for two important manufacturers who refused to be troubled with cooperative advertising.

Those two are Nelly Don and McKetrick-Williams—and if your immediate reaction to those names is to say, "They're not wash dress houses," you'd be both right and wrong. Both *were* wash dress houses, and the fact that they have broadened beyond the confines of the wash dress industry is the result of their deliberate policy to run their own promotions instead of allowing retailers to tell them what to do.

Nelly Don had its beginnings before 1916, when Mrs. Donnelly

found that the stores did not have the bright, colorful cotton dresses she wanted, and made them herself. They were admired, so she made more for Christmas gifts. These were received so enthusiastically that she decided to make them for sale. She took samples to Emery-Bird-Thayer in her home town of Kansas City, and they made an immediate hit.

Nelly Don dresses were identified almost from the time they were first introduced. The first Nelly Don labels went into the dresses in 1917, but it was not until 1922, when the first Nelly Don department was set up in a store, that strong promotion was put behind the label.

Nelly Don's promotional work during the 1920's and 1930's was concentrated on setting up Nelly Don departments and making them produce volume for the stores in which they were located. The opening of departments was so successful that today most of the approximately 2,000 retailers who sell Nelly Don dresses do so through individual Nelly Don departments.

To keep those departments active a steady stream of promotional material was sent out. Newspaper mats gave them the right kind of advertising for use in their local newspapers. The departments received counter cards and other display help, mailing pieces to send to their charge account lists, ideas and suggestions for fashion shows and similar promotional devices.

Nelly Builds a Name

During all this period of growth, little or no national advertising was used. The local newspaper advertising done by Nelly Don retailers was a substitute for it. Then came fabric shortages during the war, and as retailers found it impossible to back up their Nelly Don advertising they curtailed it drastically. To be sure that consumers did not forget the Nelly Don name, a program of national advertising started at this point. In the late 1940's, instead of entering into cooperative advertising agreements, Nelly Don built its own reputation by continuing and increasing its national advertising.

Today's Nelly Don promotion revolves around high-style national advertising in *Vogue*, *Harper's Bazaar*, *Mademoiselle* and similar magazines. This is backed up with good store promotions, including fashion shows which are real events in stores that stage them. As the Nelly Don Line has been styled up, over the years, it

Biggest

Sunday Circulation in the Southwest

77% Coverage **of Urban Homes**

in a Major Market of
1,543,400 People

The Sunday Oklahoman single-handedly delivers the biggest market in the Southwest. Because it *reaches* more people, it *sells* more people. So, for BIG sales results in a BIG market, use this BIG medium . . . the **BIGGEST** in the Southwest.

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

**The Oklahoma Publishing Company
Farmer Stockman - WKY and WKY-TV
Represented by THE KATZ AGENCY, INC.**

has moved out of the wash dress range of \$2.98 and \$3.98; today they retail for \$10 to \$25.

The McKettrick-Williams story is somewhat similar. This business started about 1936 with the acquisition of a men's shirt factory in Portland, Me., which was converted into a plant for making women's dresses. The promotion of the McKettrick name started in 1939. It was inaugurated by putting the McKettrick label in the dresses, and selling the line on a franchise basis to one or more stores in a city. In cities of 30,000 population, two stores may have the McKettrick franchise. Many stores in New York City have the McKettrick franchise. The line was sold to each store with the understanding that an individual McKettrick Classic department would be set up within the store's own dress department. More recently, retailers have tended to move away from these departments-within-departments, and have fitted McKettricks into their several size ranges. It is typical of McKettrick flexibility and retail know-how that the company has cooperated with this trend. Today more than 5,000 stores sell McKettrick dresses.

To promote their dresses McKettrick has a strong program of national advertising. McKettrick dresses are nationally advertised in full-color pages throughout the year, and retailers get all the material they need for tying in with the national advertisements. A reprint in full color of every advertisement is sent to each retail buyer, together with black and

white photographs and newspaper mats of the dresses shown in the advertising. The photographs and mats give the retail advertising department latitude in the preparation of the local advertising of McKettrick Classics.

McKettrick regards this retail support of its national advertising as highly important. Each month retailers invest between \$5,000 and \$25,000 in advertisements of McKettrick dresses. This cost is carried entirely by the retailers. McKettrick's policy of not entering into cooperative advertising agreements made it possible for the company to sail through the pressure for cooperation during the late 1940's with the deviation from its set course.

Again, McKettrick Classics are in the \$10 to \$25 price ranges; therefore McKettrick is not solely a wash dress house. By charting its own course and keeping its promotional

work under its own control, McKettrick was in a position of such strength that it could dictate to its retailers, instead of having retailers dictate to it.

This, then, is a study in contrasts, between those companies that went all out for cooperative advertising, and those that avoided it and built their own brands. We think that the present weakness of most of the wash dress brands, contrasted with the strength of the Nelly Don and McKettrick names, speaks for itself.

We also think that during the next few years many or most of the wash dress houses will follow the trail blazed by Nelly Don and McKettrick, and will build real consumer acceptance for their own brand names. They will have to do it themselves, though. They have already proved that cooperative advertising will not do it for them.

'YONNE SAYS:—
TEST
A
MARKET
WITHIN
A
MARKET. . . SEE FOR YOURSELF



**HOW YOU CAN TEST
 METROPOLITAN NEW YORK**

FOR PENNIES.

Ask for complete details . . . also for
 copies of THE BAYONNE TIMES
 weekly grocery store inventories.

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES
 BAYONNE, NEW JERSEY

NATIONALLY
 REPRESENTED BY BOGNER & MARTIN



**How the Cigars
 Got on the Coffee Tray**

The objective of the Cigar Institute of America, Inc., is, quite understandably, to persuade more men to smoke cigars, and, if need be, to persuade women to let them smoke them at home.

Someone at the Institute, with womanly guile, has doped out the perfect way to get cigars into the home and to give them a little Hostess tray arrangement: the coffee, the liqueur, the lighter, the social appeal. The Institute's publicity now features photographs of cigarettes, and—surprise—the cigars.



**HARVEST A
BILLION-DOLLAR
CROP...**

in the market of
Jacksonville Plus!



Also growing in the market of Jacksonville *PLUS* is the number of fluorescent **TIMES-UNION** boxes, sprouting almost everywhere.

**Schedule the
Times-Union and
Harvest Bigger Sales!**



The near-billion-dollar market of Jacksonville *PLUS* is ripe for harvesting... a market sprinkled with over 20,000 farms that annually produce nearly 700,000 acres of crops such as tobacco, which alone nets its growers a whopping \$23,000,000 yearly.

The center of this rich, growing market is Jacksonville itself—home of the largest cigar plant under one roof in the world, whose annual production of just one brand accounts for about 10% of the entire annual cigar sales throughout the United States.

Jacksonville itself is a part of this billion-dollar market of Jacksonville *PLUS*... 26 North Florida counties where one-third of all Floridians live, who make one-third of its retail sales. The **FLORIDA TIMES-UNION** dominates this rich area... with 83% family coverage in Duval County (Jacksonville), above 50% in 3 counties, and above 20% in 26 counties.

The Florida Times-Union

JACKSONVILLE, FLORIDA

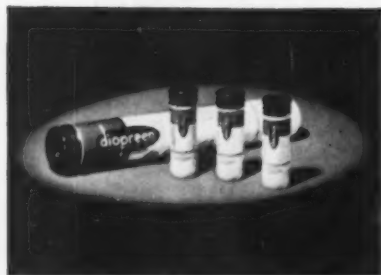
Represented Nationally By REYNOLDS FITZGERALD, Inc.

Offices in: New York — Chicago — Syracuse — Detroit — Philadelphia — San Francisco — Seattle — Los Angeles — Atlanta

APRIL 1, 1953

97

Look at Your PACKAGE!



Does it have these **LUSTEROID** Advantages?

Does your package give you:

- MINIMUM WEIGHT
- PRODUCT VISIBILITY
- COMPLETE PROTECTION
- PRINT-ABILITY
- UNLIMITED COLORS
- SAVINGS IN LABELING
- SAVINGS IN HANDLING
- SAVINGS IN SHIPPING
- RE-USABILITY

LUSTEROID vials and tubes combine *all* these advantages in distinctive plastic containers to meet your standard or special needs. Sizes from 1/4" to 1 1/2" in diameter and lengths up to 6". Cork, slip-on, or screw-cap closures.

Write for
samples and prices.



16 West Parker Avenue, Maplewood, N.J.



TRAVELING LIGHT ...

Tools For Selling



... WITHOUT COMPLICATIONS ...



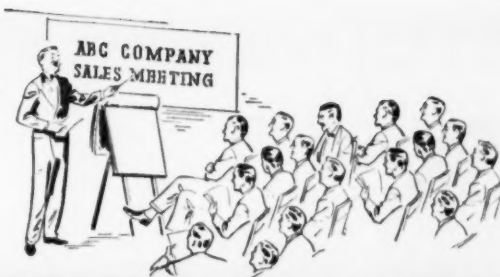
MANUFACTURERS REPRESENTATIVE, Elgin National Watch Co., Elgin, Ill., exhibits 172 timepiece samples to jewelers, and does it neatly. Cowhide leather sample case has room for auxiliary watch lines, order pads.



ALL THIS ... in one small case? Twelve trays of dummy watches are designed to provide maximum display effectiveness under jewelry store lights. Trays, Buffalo Jewelry Case Co., Buffalo, N.Y. Case, Brecker Bros., 708 Broadway, New York, N.Y.

what happens here

is successfully
carried out



here



fr PORT-A-VIEW

for 35 mm. color slides

makes New Sales, More Sales



ALL IN ONE COMPACT
FOLDING UNIT
Projector, Automatic
Slide Changer,
Viewing Screen.
Unconditionally
guaranteed

\$49.95

Discounts on
quantity purchases

Eveready
Case
\$14.95



The sales program you so carefully planned . . . so carefully worked out . . . can now be presented exactly as you want it at the buyer's desk. For here is the perfect visual sales medium to tell your story in color — clearly, brilliantly, more effectively. Equip each of your salesmen with this "sales manager." There's an FR PORT-A-VIEW awaiting your toughest test. Give it a 30-day free trial. Mail coupon or call today.

Mail Coupon Today or Phone for Free 30-Day Trial

THE FR CORPORATION
951 Brook Avenue
New York 56, N. Y.

Phone: CYpress 3-5400

Gentlemen:

Kindly send me your PORT-A-VIEW for a free 30-day trial.

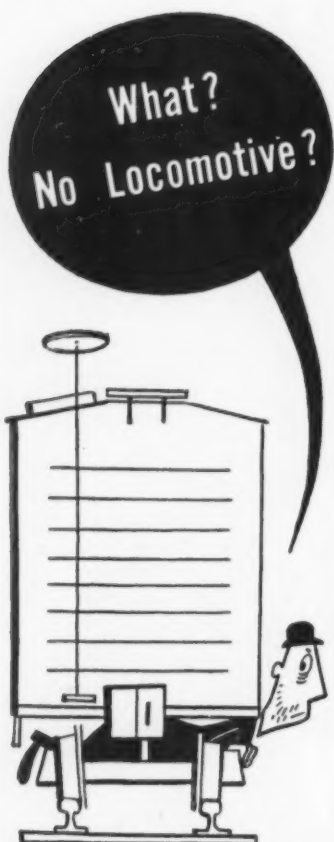
Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____



It takes motive power to keep merchandise moving in the New England, Philadelphia, Pittsburgh, Fort Wayne, and Portland areas.

Hook up to

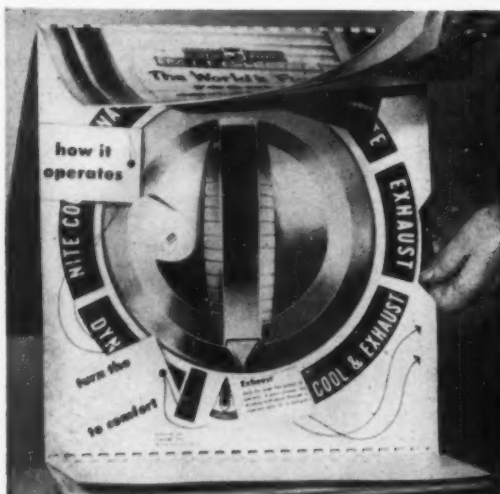
WESTINGHOUSE
RADIO STATIONS



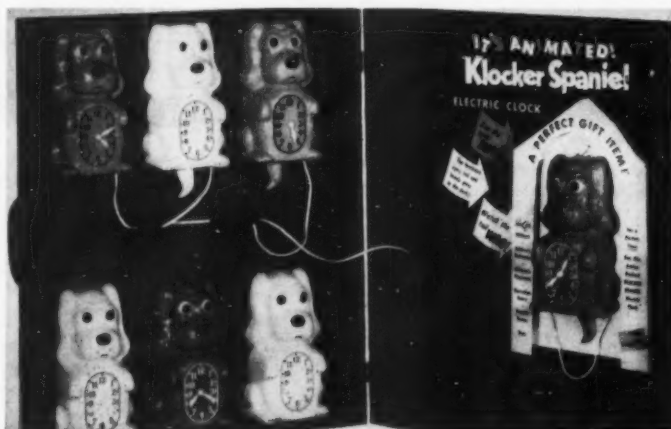
WBZ · WBZA · KYW · KDKA
WOWO · KEX · WBZ-TV

National Representatives, Free & Peters,
except for WBZ-TV, for WBZ-TV,
NBC Spot Sales

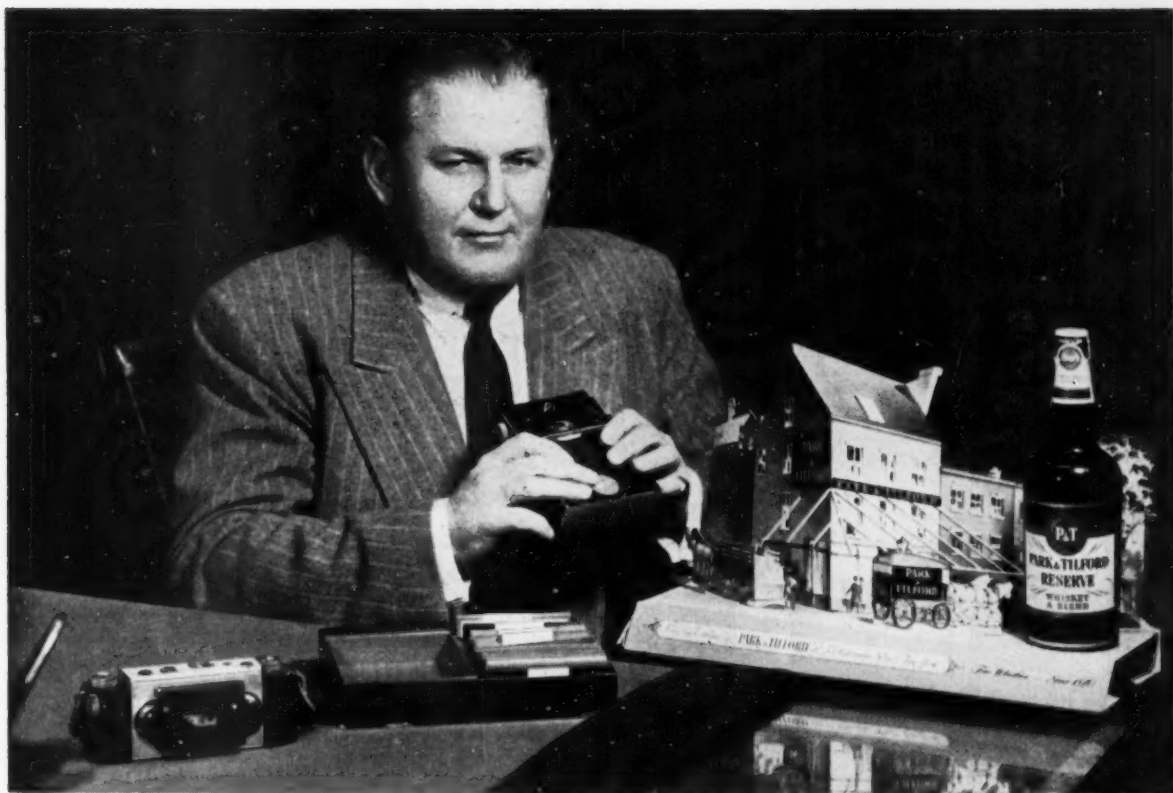
Tools for Selling (cont.)



HOW DOES IT WORK? That's the question this three-color, two-part flip chart answers . . . and in layman's terms. Used by Mitchell Manufacturing Co., Chicago, chart features an enlarged movable replica of the Mitchell Weath'r Dial, a one-knob motor control for the company's room air conditioners. By turning disk, salesman (or prospect) can switch dial to any one of seven positions, find out how system works. Other pages of chart help customer choose the proper size unit, show installation and operating instructions. And there are photographs and explanations of the basic mechanisms that make the machine tick. Visual by Carter & Galatin, Chicago, Ill. It's Mitchell's way to answer prospects' questions in a hurry, and nail down sales features in black and white.



OBJECT LESSON: Build your case around your sales story. Don't buy "just a carrying case"—make it a sales case. Such is the lesson Galter Products Co., Chicago, has learned. The company's sales case immediately shows the complete line of "Klocker Spaniel" electric clocks, and capitalizes on the product's best selling points. Now, when salesmen call on buyers, they open their electrically wired case, plug it into the nearest wall socket and the clocks' wagging tails and rolling eyes go to work; the eyes and tail move with a pendulum motion. Result: Sales have doubled and reorders have climbed, all because of an honest-to-goodness demonstration and a showing of the complete color line. Case is constructed of non-warp basswood, covered with tan Dupont Fabricoid; it stands on rubber knobs to avoid scratching prospect's desk. The case is designed by Knickerbocker Case Co., Chicago, Ill.



"Stereo-Realist is both a highly effective selling aid and a source of great personal satisfaction."

Says HARRY P. HERRFELDT, vice president
Park & Tilford Distillers Corp.

A THREE-DIMENSIONAL photographic enthusiast ever since getting his Stereo-Realist Camera, Mr. Herrfeldt has extended its value beyond personal pleasure. REALIST slides of Park & Tilford advertising material and displays in actual use have proved to be effective in his contacts with distributors and sales executives.

Short of the actual product itself, there's nothing like the REALIST for true-to-life realism. The dramatic pictures it takes in perfect three-dimensions and full, natural color are ideal for portraying products, services, facilities as they really are.

Salesmen are enthusiastic about REALIST sales kits consisting of slides and viewer. They like their compactness . . . light weight . . . eye appeal . . . and particularly the interest and attention they command with customers. Sales managers proclaim the REALIST to be "the world's finest visual selling aid."

There is some application for the REALIST in virtually every business. The variety of its present applications is virtually universal. If you haven't seen REALIST slides, ask your camera dealer or commercial photographer to show you some. Or for free folder on commercial applications write: DAVID WHITE COMPANY, 385 W. Court Street, Milwaukee 12, Wisconsin.

Matched, coated 35mm f:3.5 lenses . . . shutters electronically tested for perfect color . . . synchronized for flash . . . centered view-finder . . . split image range finder . . . full year warranty.



\$159.00 (tax inc.)

STEREO Realist

THE CAMERA THAT SEES THE SAME AS YOU



Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.

see Da-Lite®

color magic*
on a **White Magic***
Crystal-headed Projection Surface

TRADE MARK

the new Da-Lite
PUSH-BUTTON portable
Challenger: SCREEN®
IS VERSATILITY PLUS!

8 SCREEN SIZES: 4 SQUARE & 4 RECTANGULAR FROM WHICH TO CHOOSE!

WHITE MAGIC is an exclusive controlled process which gives the snow white projection surface special adhesive properties to hold more crystal beads. WHITE MAGIC is whiter, brighter . . . stays whiter, brighter—longer! There's no fading or yellowing. The COLOR MAGIC you enjoy from Da-Lite's WHITE MAGIC is yours for years!

See the complete line of Da-Lite WHITE MAGIC screens priced from \$3.50 to \$104.50 at photo dealers everywhere.

FREE New Booklet
Valuable suggestions on how you may get greater brilliance, more thrills from your color slides and movies.

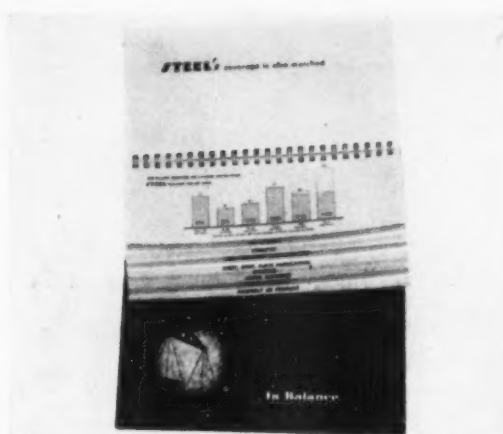
Mail coupon today!

DA-LITE SCREEN CO., INC.
2763 N. Pulaski Road, Chicago 39, Ill.

Please rush me a FREE copy of the new "COLOR MAGIC" booklet for improving my movie and slide shows.

Name _____
Address _____
City _____ Zone _____ State _____

Tools for Selling (cont.)



HOW BIG is the metalworking market? Can you prove it's growing? Can you show me how I can use advertising more effectively in order to capitalize on the market's sales potential? Sales representatives, "Steel" magazine, Cleveland, O., carry these breast-pocket-size booklets to help advertising prospects analyze details of the metalworking market. Booklets are left with prospects, who can then show booklets to others in the organization. Practicality of booklets is the efficient built-in indexing system. Prospects take interest in celluloid sheets which fall on top of certain pages and show up-to-date figures and charts to compare current market data with figures of 10 years ago.



DICK TRACY'S wrist radio might have been the germ for this idea. At any rate, if you'd like to service retailers more efficiently, you might take a tip from the Reardon Co. (paints), St. Louis. Jim Cody, area sales manager, Reardon, has equipped salesmen with self-contained radio receivers, small enough to fit into an inside coat pocket. Now each salesman can be contacted by the home office if he is within 25 miles of the transmitter. Centrally located broadcasting station receives messages by telephone, then puts the info on the air. Salesman carrying the receiver is identified by a code number. Message is repeated once each minute, and user of the device can determine if calls are waiting for him by listening for a maximum period of one minute—while driving or waiting for an interview. Cody says the electronic device has already been a big factor in increasing service to distributors and dealers. Receiver manufactured by Telex Corp., St. Paul, Minn. Rough cost: \$50.

***"... More than 6,000
of our employees
are now participating ..."***

MELVIN H. BAKER

Chairman of the Board, National Gypsum Company



"The Payroll Savings Plan for Bonds provides a convenient and profitable way for America's wage earners to save. Millions of Payroll Savers have become proud owners of homes purchased with Bonds bought this way. It also helps our national government with its problems of managing the public debt. We in National Gypsum urge the stimulation of the Payroll Savings Plan and are proud to report that more than 6,000 of our employees are now participating."

Here's another success story of a person-to-person canvass:

In the Wahoo (Nebraska) ordnance plant of the National Gypsum Company, employee participation in the Payroll Savings Plan was a very low 1.73%.

In September of last year, with the whole-hearted encouragement of top management, the 3,000 employees of Gypsum's Ordnance Plant organized to conduct a person-to-person canvass to put a Payroll Savings Application Blank in the hands of every employee.

90% of the employees signed up in the opening days of the campaign. By September 12th, employee participation was 93.7%. On October 2nd, participation was almost 97%—and still going up.

To quote from National Gypsum's printed report of the Payroll Savings campaign:

• "Did we use fancy charts! Did we use advertisements? Did we have long-winded meetings. Did we

give prizes for production? The answer is No! We put the proposition squarely to the people, and we reported to the people once a week in bulletin form to let them know where they stood in relation to other departments as well as to the plant total. Once the spirit of competition and teamwork caught fire, once it became a matter of personal pride; a successful conclusion was only a matter of time and effort."

Justifiably proud of its sponsorship of the Payroll Savings Plan and the 97% enrollment of its employees, National Gypsum Company prepared a very interesting folder, "Bombs and Bonds for National Defense. The Savings Bond Program of the National Gypsum Company." Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, Washington, D.C., will be glad to send you a copy. Read how easy it is to build your Payroll Plan to 90% or more participation.

The United States Government does not pay for this advertisement. It is donated by this publication in cooperation with the Advertising Council and the Magazine Publishers of America.

SALES MANAGEMENT



Advertising "Puffery"— What Does It Sell?

Unprovable superlatives and outright bragging cause readers of advertising to pooh-pooh claims and condemn advertising generally. Unless sinners turn righteous and tidy up their ethics, the public's trust may evaporate.

Advertisers like to think they've come a long way since the days of the old-fashioned medicine man, but even today you'll have little difficulty in hunting out consumer advertisements that (1) fail to meet the test of credibility, (2) exploit gullibility, and (3) are utterly insincere.

A source of growing abuse is the so-called "gray" area of advertising which, while not legally provable as deceptive, nevertheless tests the bounds of public credulity and good taste.

Result of trespassing on the gray areas in national and local advertising is pointed up in a recent study by Leroy Kemp, Charles L. Rumbill & Co., Rochester, N. Y. Kemp finds that an astonishingly large proportion of consumers "doubt the truthfulness" of advertising "in a great many instances."

Last month a Federal Trade Commissioner, Albert A. Carretta, told members of the Painting and Decorating Contractors of America that "a perfect example" of gray advertising claims could be found in the cigarette industry. Carretta asserts: "Considering the important fact that such advertising, aside from its questionable ethics, is deductible from income tax as a legitimate business expense, it poses a serious question as to whether there is any justification for its continued existence." He refers to the practice as a "trend."

How Housecleaning Begins

If that is so, then how can the trend be stopped?

There are two obvious alternatives. First and best is, of course, conscientious self-discipline on the part of advertisers. If that fails, then advertisers can expect strict censorship by government bodies.

A mild, positive form of censorship and reprimand presently plays a significant role in house-cleaning ad-

vertisements that are out of bounds in terms of accuracy, reliability and honesty.

Networks and most local radio and television stations maintain their continuity acceptance departments, and the Federal Communications Commission keeps an ear out for broadcasting malpractices of all kinds. National and local Better Business Bureaus monitor broadcast commercials at all times and maintain continuous analyses and investigations of advertising and selling practices in all major media. Most large newspapers have their own advertising acceptability departments. Highest publicized advertising taskmaster is the FTC, but the Food and Drug Administration and the U. S. Post Office Department maintain strict standards in many advertising fields.

Example of Bad Taste

Most governmental agencies having jurisdiction over advertising (and regulatory legislation is increasing) take a positive approach. So do networks, newspapers and magazines.

The media have to be alert to maintain their own self-respect. Take the case of cigarette manufacturer X. Dorothy A. Kemble, Director of Continuity Acceptance, Mutual Broadcasting System, recently came up against this manufacturer's proposed 1½-minute commercial: There were 47 mentions of the product's name in 90 seconds. Mutual cut it to 14 mentions. The advertiser committed no crime, certainly, but used extremely poor judgment in an attempt to impress its name on listeners.

Mutual has on file another classic example of exaggerated, gushy copy. During World War II a "famous lotion" submitted a commercial which was promptly rescinded by the agency itself when it was called to the account man's attention. An enthu-

siastic young copywriter described a torpedoing of an oil tanker. Sailors were swimming through burning oil to get aboard a lifeboat. Hot sun beat down. Suddenly a sailor dashed back through the burning oil to pick up from the ship's stores a bottle of — lotion which, he knew, "would save the sailors' parched, burning skins."

The sales response to any single advertisement depends largely on the integrity of all advertising in a particular medium.

The *New York Times* has long had rigid advertising standards and makes its own decisions about their application. With an advertising volume exceeding 41,000,000 lines a year, it operates a busy copy control system. Objects: protect the reader, protect the newspaper, and protect its own advertisers against unfair competitive statements and unscrupulous competition. And the *Times*, like other newspapers (and other media), is obliged to justify an advertiser's published claims to that advertiser's competitors.

How Media Keep Tab

According to Joseph W. Gannon, head of the *Times*' Advertising Acceptability Department, the newspaper has in its files a record of every advertisement offered within the past 20 years to which any censorship has been applied. This record includes the name of the advertiser, the product, the date published or declined, the text of the statement offered and the revision.

Advertisements Gannon's department rewords, revises or declines average approximately 140 a month. In 1950 the number was 1,724; in 1951 it was 1,600; last year it was 1,700. These figures apply to display advertisements only.

Gannon tells of one advertisement wherein censorship was applied. "An advertisement offered for a perfume named Grigri (a Hindu charm) read: 'It is a charm to insure good hunting, good fighting, good loving.' Out came 'good loving,'" says Gannon, "and in went 'good living'."

The work of the Better Business Bureau in the field of advertising is, perhaps, its most important single activity. In determining whether a given advertisement is honest, accurate and free from deception, the Bureau employs a number of yardsticks:

1. The "Guide for Retail Advertising and Selling" is used by all Better Business Bureaus in appraising copy. It is a consolidation of various

If you sell to **INDUSTRY...**

it will pay you to look into the

INDUSTRIAL Survey of Buying Power

(A major section of the SALES MANAGEMENT May 10, 1953 Survey of Buying Power)

The Industrial Survey of Buying Power was started a year ago . . . to balance the exclusive consumer estimates for which the 23-year-old Survey of Buying Power had long been famous with comparable estimates on industrial markets.

It is an integrated phase of an editorial service to industrial sales executives that extends each year through 26 issues of **SALES MANAGEMENT** . . .

Ever since publication of the *Industrial Survey*, reports, letters, telephone calls, personal visits to our research offices regarding the *Industrial Survey* have been numerous, constant, constructive. In its very first year the *Industrial Survey* caught on . . . fast.

The 1953 edition reflects the suggestions of these users . . . and hundreds of respondents to a recent questionnaire sent to a 6,000 reader-sample of the regular *Survey*.

The 1953 *Industrial Survey* will publish three interrelated indexes to potentials in the 100 leading counties in each of 19 basic industries—and to the overall industrial potential. They are: (1) Value added by manufacture in 1952; (2) Number of employees per county in each industry—in 1952; (3) Number of plants in each of these counties (for each industry) . . . updated to 1950 from the 1947 Census of Manufacture data for major counties.

1953 POTENTIALS ARE REPORTED FOR THESE INDUSTRIES

| | | | |
|-------------|----------------------|--------------------------|---------------------------|
| Food | Lumber | Chemicals | Stone, Clay, Glass |
| Tobacco | Furniture, Fixtures | Petroleum, Coal | Primary Metals |
| Textile | Paper | Rubber | Fabricated Metals |
| Apparel | Printing, Publishing | Leather | Machinery |
| Instruments | Electrical Machinery | Transportation Equipment | Total of these Industries |

Be Sure to Open Your Copy of the
May 10, 1953 Survey of Buying Power to the

INDUSTRIAL DATA SECTION

SAN DIEGO IS BIGGER



MORE
Sunny
Shopping Days

| | |
|-------------------------|-----|
| Chicago | 168 |
| New York City | 210 |
| Detroit | 179 |
| Philadelphia | 213 |
| Cleveland | 176 |
| St. Louis | 199 |
| Baltimore | 228 |
| Houston | 232 |
| Des Moines | 173 |

SAN DIEGO, CALIFORNIA 282



San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

Only with these two great newspapers do you get saturation coverage of the bigger, year round San Diego market!

standards and recommendations adopted by advertisers in cooperation with BBB's. Recommendations are based on legal decisions, laws, government rulings and on experience which has demonstrated each standard to be practical and effective.

2. In addition to the Guide, each Bureau has developed specific sets of standards applying to specific industries and trades. In New York City, for example, the local Bureau has specific standards in such fields as furniture and floor coverings, radio and television sales and service, combination storm windows, reupholstery, men's apparel, air transportation, and food freezer plans. These standards, the Bureau says, are not "promulgated" by the Bureau as a unilateral action. They are developed in cooperation, and frequently at the request of leaders in these industries, to fill a need created by "widespread or disruptive malpractices" in advertising.

3. With the Guide and the standards as a reference, and through "thousands" of shoppings each year of advertised offerings, the Bureau finds that the majority of advertisements are in full conformance with the highest standards of ethics and accuracy. When the Bureau concludes that an advertisement is either deceptive or inaccurate, the advertiser is contacted and the Bureau's findings are placed before him, with the request that he make appropriate modifications.

The Bureau's Teeth

Whenever an advertiser consistently and willfully transgresses the bounds of ethics and honesty in advertising, the Bureau may bring its findings to the attention of the advertising medium for its study—to determine whether continued acceptance of the advertiser's copy is in the interest of its audience. In more extreme cases, the Bureau makes presentations to appropriate law-enforcement authorities, or publicly condemns the practices under criticism.

4. In addition to its published codes and standards, the Bureau maintains an advertising counseling service to answer inquiries of advertisers regarding specific interpretations and specific terminology in the preparation of advertising copy. Frequently, these inquiries concern interpretations of existent or new government rulings such as, in the past year, the Fur Products Labeling Act and the new

SALES MANAGEMENT

Those Commercials...

Television viewers seem to know why they like—or dislike—commercials. Dr. Kenneth Dameron, professor of business organization, Ohio State University, has analyzed viewer-reaction in the Columbus area, discovers that most viewers like their "favorite" commercial because it's either "cute, clever," or the announcer has a "winning way." But he finds commercials are disliked for these reasons:

| | |
|---------------------|-------|
| "Dislike announcer" | 23.5% |
| "Bad taste" | 20.6 |
| "Too lengthy" | 16.5 |
| "Too repetitious" | 13.1 |
| "Irritating" | 11.3 |
| "Foolish claims" | 9.4 |
| "Uninteresting" | 8. |

FTC rules for rayon and acetate identification and advertising.

New York City's Bureau finds that its biggest headache in the field of advertising abuses is "bait" advertising. This is the advertising of extremely low-price merchandise which the advertiser actually has no intention or desire to sell, but which he uses to gain entry into the customer's home or to attract him to his place of business. By disparaging the advertised merchandise or by outright refusal to sell, these advertisers make every effort to induce customers to purchase much higher-price merchandise, says the Bureau. The practice is not limited to any one industry. It is prevalent in such diverse fields as storm windows, vacuum cleaners, sewing machines, television sets.

Within the past few years use of the term "free" has been the cause of more opinions, FTC orders and even court action than any other one advertising infraction. FTC commissioners have disagreed among themselves (and so have Better Business Bureaus) as to the correct and practical use of the word. The common sense dictum seems to be that the term is not misleading if there is indicated in close proximity to the use of the word the phrase, "with the purchase of" or "free of extra cost when you buy," etc.

Who is to burst the balloons of puffery and insincerity? Perhaps the best place for discipline is at the source, namely, by the advertisers through their own organization, the Association of National Advertisers. The cause of advertising would greatly benefit, and media would welcome a practical ANA policing.

"Of course,"
says...

HEARNE
Brothers

ENGINEERS AND CARTOGRAPHERS

...For some months we have been amazed at the number of inquiries we receive from our Wall Street Journal advertising. The number of actual orders received in accordance with the ratio of inquiries is of course far higher in your paper than our national average from all trade magazines and newspapers used.

This we consider somewhat significant since our advertising is pointed directly toward fleet truck owners only. Fleet truck owners represent our largest market and for some time before constantly using your paper we were reluctant to believe that this class of trade actually read The Wall Street Journal on a large scale.

Very truly yours,

Knox Hearne
Knox Hearne, President



AMERICA'S LARGEST MANUFACTURERS OF COMMERCIAL AND SCHOOL MAPS
HENRY H. CLARK, FREDERICK L. WHITEHEAD, JOHN B. McDONNELL, FRANCIS J. BAKER, HARRY E. THORNTON,
VICTOR A. STANWOOD, DONALD M. PEARLIN, VERTIS O. MILLER, LUTHER H. KLEIN

Mr. Hearne's letter points up two reasons for the practical value of advertising in The Wall Street Journal:

1. *Inquiry* rate is unusually high because Wall Street Journal readers have the responsibility for following up on news of products and services which may benefit their companies.
2. *Buying* rate is unusually high because these same readers have the authority to influence and specify purchases.

If you have experienced Journal pulling power, you, too, may be inclined to say "Of course." If that rewarding experience is still ahead of you, don't postpone the benefits of low inquiry cost and high conversion to sales. Get in touch with any of our offices today!

THE WALL STREET JOURNAL

Published at

NEW YORK
44 Broad St.

CHICAGO
12 E. Grand Ave.

DALLAS
911 Young St.

SAN FRANCISCO
415 Bush St.

SALES RESISTANCE!!



In the months to come your salesmen are going to encounter it in increasing amounts. Now, volumes have been written on how to meet it, how to overcome it. But don't forget... sales aren't made by winning arguments.

Well then, what should be done about sales resistance? Pick up and leave?

No, sir, by-pass it!! Keep on selling!!

Because, when your salesmen do, they will make more sales... and meet and beat competition.

Show your salesmen how to by-pass sales resistance with:

"BY-PASSING SALES RESISTANCE"

part of the outstandingly successful AGGRESSIVE SELLING sound slide program.

*You may obtain a preview
without obligation.*

Write for details.

WESTEN-WILCOX
6108 Santa Monica Blvd.
Los Angeles 38, Calif.

Gibson Closes Sales With a TV Twist

Gibson Appliance gets maximum value out of TV sponsorship in Detroit by putting dealers and housewives into the show. Close tie-in at retail is building traffic, sales.

Ultimate goal of consumer product demonstrations on TV is to get prospect and product together at retail. Can TV advertisers make a firm date with viewers to go take a look at the product?

Apparently that's exactly what's happening in Detroit, where an hour-long show called "What's the Difference," telecast daily from WXYZ-TV, is so closely tied in at retail that viewers must visit the sponsor's neighborhood outlets and examine the sponsor's product in order to participate in the show.

The show is sponsored by Appliance Wholesalers, Inc., in cooperation with Gibson Refrigerator Co., Greenville, Mich., makers of ranges, freezers and home laundry equipment.

Backbone of the show: Viewers are invited to visit a neighborhood dealer, study Gibson products and competitors' products, and answer the question, "What's the Difference?" Best answers result in prizes—including Gibson electric ranges and other of the company's major kitchen and laundry appliances.

It Closes Sales

Ray Schneider, president of Appliance Wholesalers, Inc., says success of the show is easily measured because it is directly related to the number of people who visit each Gibson dealer each day, and the number of major appliance sales closed each week.

Show's mechanics:

1. All Gibson dealers in the Detroit TV area show the program on TV screens in their stores, but each day three dealers are hosts at special TV parties in their own stores. Place and time is announced on the show, and in Detroit newspapers.

2. Each host dealer mails invitations to 1,000 women in his trading area. Invitations tell prospective guests that souvenirs and door prizes are to be distributed, and that each guest will be eligible to compete for (1) the grand prize (a major appli-

ance), and (2) a chance to appear on the TV show, itself.

3. Once in dealer's store, guest must fill out card, answering, in 25 words or less, "What's the Difference?" between Gibson and competitors' products. She must carefully examine the products in order to answer the questions. (But to make it easier for her, there are trained salesmen on hand.) Guests are urged to come early; by the time the program starts, they have been exposed to comprehensive product demonstrations.

Guests answers to the "difference" question were the competitive basis for winning the daily prize and the bi-weekly grand prize.

Interest Kept Alive

4. Mistress-of-ceremonies for the program is the "Lady of Charm," who, from the TV studios, prepares foods on Gibson appliances, demonstrates appliance features as she goes along. At some time during show she makes "mystery" telephone calls to guests in dealers' stores, announcing to them and the TV audience the winning answers to "What's the Difference?" She tells winners that they may be called to appear with the Lady of Charm on a future show and compete for the grand prizes.

Gregory V. Drumm, Gibson manager of advertising and sales promotion, says the combination of newspaper advertisements, store window displays, direct mail invitations, door prizes, daily gifts and grand prizes brings prospects into dealers' stores "by the hundreds." Then, he reports, "The TV watchers in each dealer's store follow the program daily for a week or two—to find out who wins the grand prize, and to see it awarded on the show."

He adds: "By making both the demonstration on TV and the demonstration in the store the main reason for coming to the store to see the Gibson line, we make profitable use of the power of TV by getting it to pay off in traffic and sales."

[illegible]

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT Survey of Buying Power** to your own market areas. Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559)

MARKET STATISTICS, INC.

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A 15-Point Check List For Dealer Helps

Here's a quick summary of rules to guide you when you plan, design, and produce units for point-of-purchase.

BY J. GORDON DAKINS*
*Executive Vice-President and Treasurer
National Retail Dry Goods Association*

All too frequently dealer helps land in the wastebasket. There are four major reasons:

1. Manufacturers or their agencies do not use the retail slant.

2. The material isn't flexible enough so that different stores can use it.

3. The material often arrives at the wrong time.

4. The material goes to the wrong people.

All of this involves a waste which can be eliminated. The same expenditure can work wonders in sales and profit if a few simple rules are observed.

Here is the program I would suggest to make dealer helps really work:

1. Abolish the word "dealers"

from the manufacturers' vocabulary: Stores do not consider themselves dealers or manufacturers' agents. Stores are purchasing agents for consumers and consumers are their bosses, not manufacturers. Put yourself in that frame of mind and you will write better advertising.

2. **Think of the different store types:** There are bargain stores, high-quality stores and all the "in-betweens." Stores have distinctive businesses which cater to specific markets. Variations in stores create the need for different advertising appeals. Keep manufacturers' aids sufficiently flexible for any store type to use. Create different services for the highly promotional and non-promotional stores or include these variations in your series.

3. **Give stores fact sheets about merchandise:** Most stores want selling information—specific uses of the product. Stores usually can do their

own advertising job if these simple tools are provided.

4. **Give stores selling instructions for their salespeople:** The sales training problem is a difficult one. Detailed information on how to sell is generally appreciated by the retailer.

5. **Give stores thumbnail rough layouts:** The larger store can inject its own originality once it gets the spark of an idea.

6. **Give stores effective artwork:** Clear photographs and photographic copies of good artwork are what larger stores want. They can adapt them to their own needs, add or subtract atmosphere and backgrounds to meet their own advertising style. Do not surprint your name slug on the art work. Most stores do not use art in that way. They use the name in headlines if it is important. The manufacturer's name slug is used, too, if it has been backed by national advertising, but stores prefer to use it in their own way.

7. **Give complete mats to smaller stores:** Smaller stores with one-man advertising departments need and will use complete advertising. They are not big space users; they need advertising mats which are not too large. Mats should be flexible so that some stores can lift out the cut and reset the text to conform to their own layouts and typographical styles.

8. **Have retail advertising look like store advertising:** Many dealer helps are remakes of national campaigns. They have black reverse cuts which most stores will not use, and contain wild superlatives which stores avoid. Artwork is designed for slick magazine stock. National advertising often fails to give the details which retailers need. It is as easy to do it the retail way, and that is how stores use manufacturers' aids.

9. **Give the advertising store identity:** Headlines should be planned to include the store name. Sufficient space should be left for the store name cut, address, store hours, floor lines, credit terms, and other essential details. Copy should be written so that it sounds as though it is prepared by the store, not by the manufacturer.

*Condensed from an address by Mr. Dakins before the Distribution Clinic of the National Association of Manufacturers.

COMING . . .

Higher Morale, Bigger Volume, When
Pacific Mutual Woos Salesmen's Wives

Paint Makers Cash In When
Reynolds Promotes Liquid Aluminum

A Century of Salesmanship
Helps Build Steinway Name

. . . in Sales Management

10. Include reproductions of other store advertising where possible: Stores like to know how other successful retailers promoted merchandise. Show them typical examples.

11. Design mailing pieces to look like retail pieces: Many mailing pieces I have seen are handsomely printed but provide space on the back only for a line such as "Distributed by the Jones Store." Adequate space should be given for store identification. Be sure that the correct store name is used. Many stores use in advertising a shortened version of their corporate name.

Use lightweight stock in direct mail. Stores are concerned about high postage costs and mail several direct mail pieces in the same envelope.

12. Posters should conform with typical store signs: They should look like retail posters. Where possible, they should be printed so that a store can substitute its own name, add individuality and make them look like its own posters.

13. Display material should "look retail": Some display material spreads the manufacturer's name so extensively that stores refuse to use it. Think of stores and their display problems and you will design display material with less manufacturer emphasis. The extra use of this material will give manufacturers more coverage for their money.

14. Send the material at the right time: Often the sales tools should be shipped at the time the merchandise is sent. However, there are instances when promotional material should be sent six or eight weeks before the time it is meant to be used. The nature of the promotion dictates this answer.

15. Send the material to the right people: The buyer is the most important person to receive promotional kits. Often the advertising manager should have a duplicate. Many times the display manager should have a complete kit, too. The nature of the merchandise determines the people who should get the kits. In case of doubt, ask the store buyer.

These facts point to one fundamental rule: Manufacturers should gear promotional material to the thinking of the retailer, just as the retailer adapts material for his boss, the consumer. If that is done, then dealer helps will live up to their purpose.



A great RESPONSIBILITY has been placed in our hands



Before you can sell a market of people . . . you must have their trust and confidence.

WMC's privilege of broadcasting, since its inception in 1923, has always been regarded as a great responsibility to its listeners.

More than thirty years of outstanding public service has built for WMC an audience of unfailing loyalty . . . has created a prestige that is unparalleled for any other station in Memphis and the Mid-South.

W M C

M E M P H I S

NBC—5,000 WATTS—790 K. C.

National representatives, The Branham Company

WMCF 260 KW Simultaneously Duplicating AM Schedule

WMCT First TV Station in Memphis and the Mid-South

Owned and Operated by The Commercial Appeal

FUTURE SALES RATINGS

As of April 1, 1953

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

↑ Rating raised
↓ Rating lowered

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

| | Relative Size Rating (See Above Key) | Sales Prospect Rating for 2nd Qtr. (See Above Key) | Sales Prospect Rating for Next 12 Mos. (See Above Key) | | Relative Size Rating (See Above Key) | Sales Prospect Rating for 2nd Qtr. (See Above Key) | Sales Prospect Rating for Next 12 Mos. (See Above Key) |
|--|---|---|---|------------------------------|---|---|---|
| Advertising | D | ★★★★ | ★★★★ | Luggage | G | ★★ | ★★★ |
| Air Conditioning | | ★★★★ | ★★★★ | Machine Tools | ↓★★★★ | ★★★★ | ★★★ |
| Air Transportation | E | ★★★★ | ★★★★ | Machinery (Agric.) | E | ↓★★★★ | ↓★★★ |
| Aircraft Sales | C | ★★★★ | ★★★★ | Machinery (Ind'l.) | B | ★★★★ | ★★★★ |
| Auto Sales (New) | A | ★★★★ | ★★★★ | Materials Handling | E | ★★★★ | ★★★★ |
| Auto Sales (Used) | E | ★★★ | ★★★★ | Meats | C | ↑★★★★ | ★★★★ |
| Auto Service & Parts | E | ★★★★ | ★★★★ | Medical and Dental Care | C | ★★★★ | ★★★★ |
| Auto Tires | E | ★★★★ | ★★★★ | Metal Containers | F | ★★★★ | ★★★★ |
| Baking | D | ★★★★ | ★★★★ | Metals (Non-Ferrous) | C | ★★★★ | ★★★★ |
| Banks (Revenue) | E | ↑★★★★ | ★★★★ | Motion Pictures | E | ↑★★ | ↑★★★ |
| Beer | C | ★★★★ | ↑★★★★ | Musical Instruments | E | ★★★ | ↑★★★★ |
| Building (Heavy) | B | ★★★★ | ★★★★ | Office Equipment | F | ★★★★ | ★★★★ |
| Building (Residential) | E | ↑★★★★ | ★★★★ | Oil Burners | E | ★★★★ | ↓★★★★ |
| Candy & Chewing Gum | C | ↑★★★★ | ★★★★ | Oil (Cooking) | G | ★★★ | ↑★★★★ |
| Canned Fruits & Veg. | E | ★★★★ | ★★★★ | Oil Equipment | D | ★★★★ | ★★★★ |
| Cereals | G | ★★★ | ★★★★ | Packaging & Containers | E | ↑★★★★ | ↑★★★★ |
| Chemicals | A | ★★★★ | ↓★★★★ | Paint | E | ★★★★ | ★★★★ |
| Cigarettes | C | ★★★★ | ★★★★ | Paper & Products | C | ★★★ | ↑★★★★ |
| Cigars | G | ↑★★★★ | ★★★★ | Personal Care | D | ★★★ | ★★★★ |
| Clothing (Men's, Women's & Children's) | A | ★★★★ | ↓★★★★ | Photographic Supplies | G | ★★★★ | ★★★★ |
| Coal (Anthracite) | F | ★★★ | ★★★★ | Plastics | F | ↑★★★★ | ★★★★ |
| Coal (Bituminous) | D | ★★★ | ★★★★ | Plumbing & Heating | D | ★★★★ | ★★★★ |
| Coin Machine Sales | D | ★★★★ | ★★★★ | Printing & Publishing Equip. | F | ↑★★★★ | ★★★★ |
| Commercial Printing | E | ↓★★★★ | ↓★★★★ | Radios | F | ↑★★ | ↑★★★ |
| Cosmetics | E | ★★★ | ★★★★ | Railroad Equipment | D | ★★★ | ★★★ |
| Cotton Textiles | A | ★★★★ | ★★★★ | Railroads | B | ↓★★★★ | ★★★ |
| Dairy Products | D | ★★★★ | ★★★★ | Refrigerators | E | ★★★★ | ★★★★ |
| Department Stores | A | ★★★★ | ★★★★ | Restaurants & Bars | A | ★★★★ | ★★★★ |
| Diesel Engines | G | ★★★★ | ↓★★★★ | Restaurant Equipment | E | ★★★★ | ★★★★ |
| Dinnerware | E | ★★★ | ★★★ | Rubber Products | D | ↑★★★★ | ↑★★★★ |
| Drugs & Medicines | C | ↑★★★★ | ★★★★ | Security Financing | F | ★★★★ | ↑★★★★ |
| Dry Cleaning | E | ★★★★ | ↑★★★★ | Shipbuilding | F | ★★★★ | ★★★★ |
| Education | F | ↑★★ | ↑★★ | Shoes | D | ★★★★ | ★★★★ |
| Electrical Equipment (Heavy) | C | ★★★★ | ★★★★ | Silk Textiles | G | ★ | ★ |
| Electrical Eq. (Consumer) | D | ↑★★★★ | ↑★★★★ | Soap | E | ↑★★★★ | ★★★★ |
| Exports | A | ★★★ | ★★ | Soft Drinks | F | ↑★★★★ | ★★★★ |
| Farming | A | ↓★★ | ↓★★ | Sports & Sporting Goods | C | ↑★★★★ | ★★★★ |
| Flour | D | ★★★ | ★★★ | Steel & Iron | A | ★★★★ | ↑★★★★ |
| Food Processing | A | ★★★★ | ★★★★ | Sugar | E | ★★★★ | ★★★★ |
| Furs | G | ★ | ★★ | Surgical Equipment | G | ★★★★ | ★★★★ |
| Gasoline & Oil | C | ★★★★ | ★★★★ | Synthetic Textiles | E | ★★★★ | ★★★★ |
| Glass & Materials | E | ★★★★ | ★★★★ | Television | E | ★★★★ | ★★★★ |
| Government Procurement | A | ★★★★ | ★★★★ | Toothpaste & Mouthwashes | G | ↑★★★★ | ★★★★ |
| Groceries | A | ★★★★ | ★★★★ | Toys & Games | F | ★★★★ | ↑★★★★ |
| Hardware | D | ★★★★ | ↓★★★★ | Trailers (Auto) | G | ↑★★★★ | ★★★★ |
| Hotels | D | ★★★★ | ★★★★ | Travel & Vacations | A | ↑★★★★ | ↑★★★★ |
| House Furnishings, Floor Coverings, Furniture, etc. | B | ★★★★ | ★★★★ | Travel Overseas | D | ★★★★ | ★★★★ |
| Household Products (Misc.) | C | ★★★★ | ★★★★ | Trucks | D | ↑★★★★ | ★★★★ |
| Imports | C | ★★★★ | ★★★★ | Utilities (Electric) | C | ★★★★ | ★★★★ |
| Instalment Financing | C | ★★★★ | ★★★★ | Utilities (Gas) | D | ★★★★ | ★★★★ |
| Insurance | C | ★★★★ | ★★★★ | Utilities (Telegraph) | G | ★★ | ↓★★ |
| Jewelry & Watches | E | ★★★★ | ★★★★ | Utilities (Telephone) | C | ↑★★★★ | ↑★★★★ |
| Laundries | F | ★★★★ | ↓★★★★ | Vacuum Cleaners | G | ★★★★ | ↑★★★★ |
| Liquor (Alcoholic) | C | ★★★★ | ★★★★ | Washers (Household) | F | ★★★★ | ★★★★ |
| | | | | Woolens & Worsteds | A | ★★★★ | ★★★★ |

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Second Quarter Sales Outlook: 22 Industries Up, 5 Down

Future Sales Ratings Board Predicts:

Businessmen will continue to be confident about nearby sales, but much more cautious about the 12 months ahead.

A preponderance of optimism about the business future is indicated by the latest views of the Future Sales Ratings Board of Analysts. The current consensus of this 300-man group on the sales potentials of the 109 industries shown on the opposite page brings improved ratings for 22 of these industries and decreased ratings for 5 of these industries for the second quarter of 1953.

For the longer term, covering the next 12 months, the balance of opinion also is favorable, though more industries are given reduced ratings than for the second quarter. Thus, 11 industries are lowered in the long-term ratings, but totals of 16 have gained improved ratings. Reasons:

Ratings Up

Growing releases of business from government controls.

Flow of personal income continues to rise in dollars as well as in purchasing power.

Huge personal savings reservoir at new highs and still untapped.

The nation is in dynamic growth—record numbers of people working and earning—population gaining $2\frac{1}{2}$ million annually—new needs and po-

tentials with the nation's changing age make-up.

Peak of rearmament not reached yet, and even when reached maintenance spending will be tremendous.

Facilities expansion program continues under encouragement from the Government, with quick amortization incentives, opening up of capital markets by reducing security margin requirements, and drive to cover nation's long-term materials needs.

Large requirements of local communities and states for schools, streets, highways, churches, sanitation systems, etc., barely begun. This is a huge \$100 billion market.

Important basic industries, such as automobile production, steel, and new construction going strong.

While consumer debts are rising, most credit executives are not worried, since only a pace relative to upward sales is being kept.

Stock-sales ratios at wholesale and retail are generally favorable, while promotional activity is increasingly emphasized.

Typical American ingenuity is expected to develop further opportunities, with new products, new styles, new appeals and superior salesmanship.

Confidence is growing, with early 1953 trends bearing out the forecast of a good year.

Ratings Down

Many large postwar expansions have been completed, with operations now on the basis of normal replacement.

National budget out of balance, and tax cuts may not materialize as soon as anticipated.

Farm prices and earnings on the decline.

Consumer debts rising, borrowing from the future.

Business producing capacity above ability to consume; some consumer needs believed temporarily satisfied; tendencies to inventory over-inflation.

The boom period of the cycle is rather well advanced; prosperity has been over a long period and much selling effort is still petrified.

Less foreign need for U.S. goods; exports declining.

Forecasts—Ratings Raised

Banks (revenue): Better rates on loans, prospective increases in G.I. mortgage rates, high deposits and loaning ability improve prospects; near-term rating up from 3 to 4 stars.

Beer: New plants and plant expansions in leading metropolitan centers by top brewers, increased advertising and promotion bring rating increase in long term, 4 to 5 stars.

Building (residential): Rising interest in new homes—modern styling, air conditioning, relatively favorable prices; near-term rating up from 3 stars to 4.

Candy and Chewing Gum: Favorable prices with declining cost of ingredients, large underlying demand from huge crop of growing children, and good public buying power bring sales rating rise in near term, 3 to 4 stars.

Cigars: Sales revival continues, with smaller-style cigars, heavier promotion, good public income; near term up from 3 to 4 stars.

Drugs and Medicines: Progress in new vitamins, wonder feeds, antibiotics continues stimulating to prospective sales; near-term rating up from 3 stars to 4.

Education: Returning Korean veterans, rising level of children point up for education; near and long terms up 1 star each to 2 stars.

Electrical Equipment (consumer): Easy consumer credit terms and the push from such lines as freezers, ironers, dishwashers, and dryers indicate sales rise. One star up for both near and long term, making it 5 stars.

Meats: Record-breaking herds of

How to Read the Table

For a complete perspective on each of the 108 industries rated, the "size" rating and the "sales prospect" rating should be studied together. Reason: A change in a low-dollar-volume industry is much less significant in dollar sales than in a big-volume industry.

7 Groups Move Up in Relative Size

Cigarettes: Now exceeding \$4 billion retail sales annually; size rating up from "D" to "C."

Cosmetics: Restyling, big promotions to broaden use push the industry into the billion-plus class; up from "F" to "E."

Electrical Equipment (Consumer): This category is covering more phases, getting extra push from such hot items as freezers and dryers. Up from "G" to "D."

House Furnishings: More homes, broadening field brings gain from "C" to "B."

Medical and Dental Care: Better public incomes, more people, carry this industry above \$4 billion—up from "D" to "C".

Television: On the way with additional sharp gains and strong prospects; up from "G" to "E."

Utilities (Telephone): Communications boom continues under expanding economy; up from "D" to "C."

Materials Handling: Reclassifying coverage strictly to materials handling and eliminating transportation makes new size rating cut from "A" to "E."

cattle, favorable prices and good public buying power promise high demand. Up 1 star for near term, making it 4 stars.

Motion Pictures: Three-dimensional stimulus to movies indicates betterment despite rising television competition. Near and long term up 1 star each, to 2 stars.

Musical Instruments: Better output indicated by improving fine metal supply; demand potential good. Long term up 1 star, to 3 stars.

Oil (cooking): Rising population and incomes indicate betterment; long term up 1 star, to 4 stars.

Packaging and Containers: Keener competition calling for more package restyling to increase sales appeals; near and long terms each up 1 star, to 4 stars.

Paper and Products: Gradual working down of large inventories, continued development of newer papers augur well for this industry; long term up 1 star, to 3 stars.

Plastics: New products and applications bring near-term rating up from 4 stars to 5.

Printing and Publishing Equipment: Growing availability of modern graphic arts equipment, which had been hit hard by metals allocations, make near-term prospect 4 stars, up 1.

Radios: New push expected from smaller transistor-powered radios; near and long term each up 1 star, to 2 stars.

Rubber Products: Raw material now in ample supply; management inventive and progressive. Near and long term each up 1 star, to 4.

Security Financing: Capital markets expanding; security margins reduced to 50% from 75%. Long term up 1 star, to 5 stars.

Soap: Favorable income levels, increasing population levels, bring near term up from 3 stars to 4.

Soft Drinks: Stimulus from growth of children's market; better profit margins from lower ingredient costs, permitting higher sales promotion. Near term up 1 star, to 4 stars.

Sports and Sporting Goods: Rapid population increases and the aging of the huge postwar baby crop point to better demand. Near term up 1 star, to 3 stars.

Steel and Iron: Tremendous interest in all types of steel, particularly newer alloys; long term up 1 star, to 5 stars.

Toothpaste and Mouthwash: Growth of population, high public buying power bring near-term rating to 4 stars, up 1.

Toys and Games: Rising sales stimulus, particularly from increasing totals of child population; good new products; higher promotions. Long term up 1 star, to 5 stars.

Trailers (auto): Last year's output had been hindered by lack of raw materials; picture now brightening. Near term up 1 star, to 3 stars.

Travel and Vacation: More and longer vacations, high disposable incomes, more cars and other transportation bring near and long terms each up 1 star, to 5 stars.

Trucks: Better production materials situation, while demand remains high. Near term up 1 star, to 3 stars.

Utilities (telephone): Demand rising as this growing industry outpaces increases in the general economy. Near and long term up 1 star each, to 5 stars.

Vacuum Cleaners: New cleaner types whetting housewives' interest; promotions rising. Long term up 1 star, to 4 stars.

Added Industry: Automotive Service and Parts has grown into an industry exceeding \$1 billion a year. Fast-growing numbers of autos point to good future. Near and long term rated 4 stars each.

Forecasts—Ratings Lowered

Chemicals: Fast expansion and extremely high records in 1952 make still further comparative gains temporarily difficult; long-term rating cut from 4 to 3 stars.

Clothing: Another instance where rapid expansion and unusually high records make an exceptional 5-star gain temporarily difficult; long-term rating down to 4 stars.

Commercial Printing: Consensus now indicates that further great gains cannot be made over high activity of past 12 months; near term and long term each down to 4 stars.

Diesel Engines: While sales of next

12 months are expected to exceed those of past 12 months, consensus points to only moderate rise; 1 star drop in rating for long term to 4 stars.

Dry Cleaning: The exceptionally high record of the past 12 months makes further great gains temporarily difficult; long term cut from 5 stars to 4.

Farming: A fairly good year ahead, but prices and incomes are sagging. Near and long term down 1 star each to 2 stars.

Hardware: Another instance where prospects are rather good, but past records are too good to surpass by a large margin. Long term down 1 star to 4 stars.

Laundries: Relative gains of this industry in the next 12 months not expected to be exceptional; long term down one star to 4 stars.

Machine Tools: Boom in new tooling temporarily softening; near term down 1 star, to 4 stars.

Machinery (agricultural): Slightly weaker farm buying power expected to be reflected in farm machine sales; near term down to 3 stars and long term to 2 stars.

Office Equipment: Consensus shows long-term rating too high in view of excellent past records; 1 star drop makes new rating 4 stars.

Railroads: Another case of favorable prospects, but with the past record too good to exceed by a wide margin. Near term down 1 star, to 4.

Utilities (telegraph): Telephone and other competition rising; long term down 1 star, to 2 stars.

COMING . . .

5 Special Reports On P-o-P

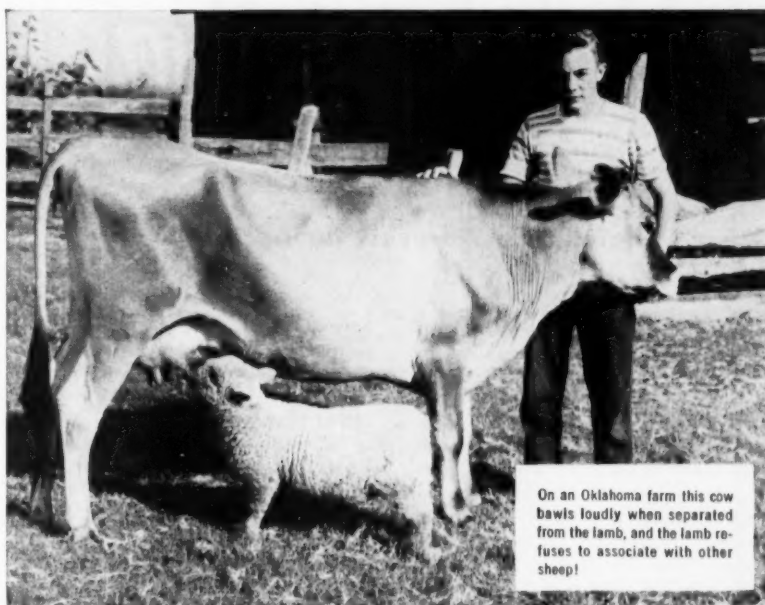
Says Lawrence M. Hughes, Sales Management's Special Feature Editor, in the kick-off article:

"Despite bigger budgets and stronger media competition, p-o-p share of dollars has risen sharply since 1948. Our study shows nine groups of consumer products today have higher ratios, with apparel and beverages leading. Sales and advertising heads decide both programs."

In Sales Management, April 15

APRIL 1, 1953

Unusual Care...



On an Oklahoma farm this cow bawls loudly when separated from the lamb, and the lamb refuses to associate with other sheep!

for Unusual Care on Long-Distance Moves Go the MAYFLOWER Way!

► Unusual care is what you want . . . and what you *get* when you move personnel the safe, easy Mayflower Way. In long-distance moving that means extra-protection, extra-precaution, extra-attention to every detail. Mayflower has standardized into its service—and in many cases pioneered

—more major refinements in long-distance moving than any other carrier. For instance, Mayflower was the first, and is still one of the very few movers, to remove tail gates from all its vans. Thus everything has to ride inside the van . . . safe from dirt and weather. That's why it will pay you to call your local Mayflower representative whenever you have personnel to move.



There are no tail gates on Mayflower vans
... everything rides safe inside!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



High Spot Cities

Retail Sales Forecast for April, 1953

The volume of retail sales in April is expected to total \$14.1 billion, an increase of 5% over April, 1952. On the whole retailing in the first quarter of 1953 has been very good. Sparked by an extremely active auto sales boom, sales of hard goods, particularly furniture, plus apparel and food, have been scoring gains over the first quarter of 1952 on the order of almost 10%. Partly this reflects the fact that the first quarter of 1952 was rather low; current levels are still under those of the famous buying spree that characterized the first quarter of 1951.

Even department store sales, while still lagging behind total retail sales,

have enjoyed good pre-Easter performances. Department store sales to date are about 4% over last year, of which the bulk represents volume rather than price gains.

In terms of unit volume, retail sales, adjusted for price change, has been slowly climbing over the past two years, but the magnitude of gain is still small, and about equivalent to the rate of population growth.

Among those states reporting better-than-average performances for this April, (as opposed to April of last year), are: Arizona, California, Florida, Louisiana, New York and Texas.

The leading cities, those with a

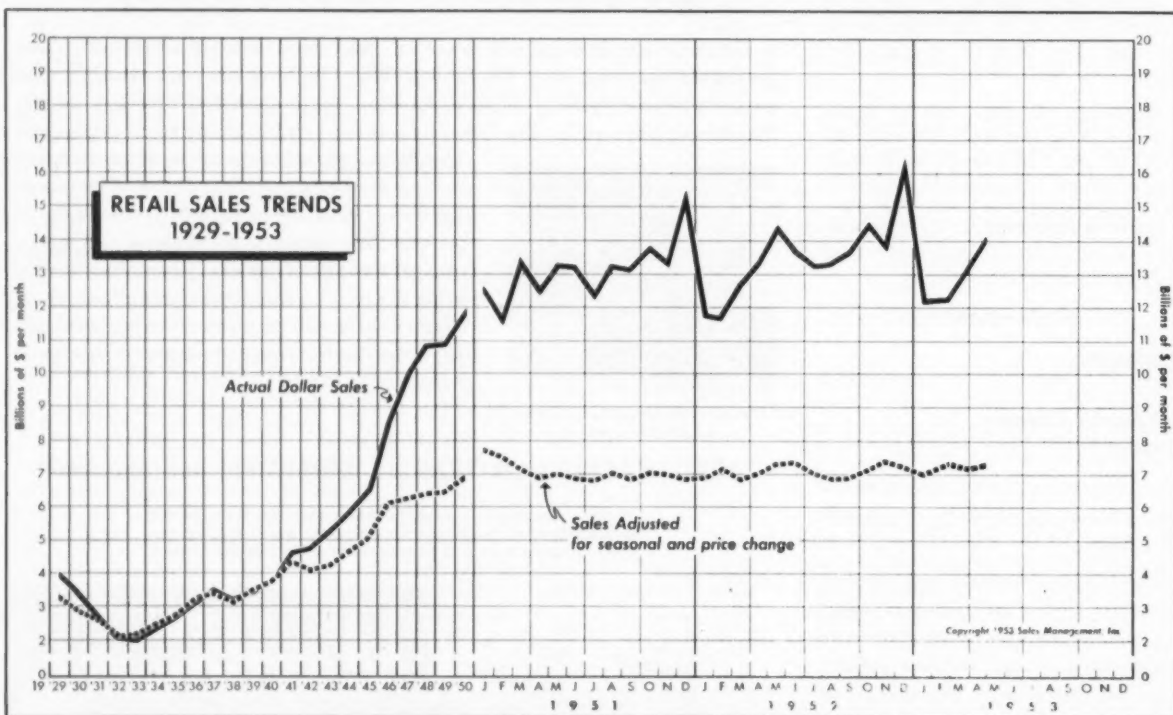
city-national index well above average, are: Paducah, Ky., 132.0; Lansing, Mich., 117.0; Tucson, Ariz., 113.7; San Bernardino, Cal., 111.8; Hempstead Township, N.Y., 110.4; Albuquerque, N.M., 110.0; Pensacola, Fla., 109.9; Wichita, Kans., 109.9; Corpus Christi, Texas, 109.9; Casper, Wyo., 109.4; Orlando, Fla., 109.4; St. Petersburg, Fla., 109.4; Portsmouth, Va., 108.6; Worcester, Mass., 108.6; Durham, N.C., 108.3; Augusta, Ga., 108.2; Jackson, Mich., 108.1.

★

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail



Retail Sales in April will total \$14.1 billion, reflecting a 5% gain over April, 1952. This volume of sales in terms of 1935-1939 dollars amounts to \$7.3 billion when adjusted as shown above. The break

between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941; the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

| RETAIL SALES (S.M. Forecast for April, 1953) | | | | |
|---|-------|--------|------|-------|
| City | City | Nat'l. | | |
| Index | Index | Index | | \$ |
| 1953 | 1953 | 1953 | vs. | April |
| 1939 | 1952 | 1952 | 1939 | 1953 |

UNITED STATES

406.2 105.0 100.0 14,068.00

Alabama

| | | | | |
|------------|-------|-------|-------|-------|
| Birmingham | 416.4 | 103.0 | 98.1 | 34.56 |
| Gadsden | 471.2 | 103.8 | 98.9 | 4.90 |
| ★ Mobile | 463.9 | 106.4 | 101.3 | 11.83 |
| Montgomery | 374.2 | 102.2 | 97.3 | 9.58 |

APRIL 1, 1953

April retail sales target for Advertisers in the parade market \$1,806,630,000

| CITY | RETAIL SALES | RETAIL SALES | % GAIN |
|---------------------------------------|------------------------------------|-------------------------|-------------------------------|
| | April 1953, Estimated (Add 000) | April 1939 (Add 000) | APRIL 1953 Over April 1939 |
| ★ AKRON (Beacon Journal) | \$ 36,130 | \$ 9,000 | 301.4 |
| ★ ALBUQUERQUE (Journal) | 15,770 | 1,930 | 717.1 |
| BOSTON (Post) | 97,250 | 40,660 | 139.2 |
| ★ BRIDGEPORT (Post) | 22,440 | 6,100 | 267.9 |
| ★ CHICAGO (Sun-Times) | 411,870 | 125,600 | 227.9 |
| ★ COLUMBUS, GA. (Ledger-Enquirer) | 9,700 | 1,970 | 392.4 |
| ★ COLUMBUS, O. (Citizen) | 42,490 | 13,200 | 221.9 |
| ★ CORPUS CHRISTI (Callier-Times) | 16,530 | 2,640 | 526.1 |
| ★ DENVER (Rocky Mountain News) | 52,350 | 14,760 | 254.7 |
| ★ DETROIT (Free Press) | 224,000 | 55,190 | 305.9 |
| ★ EL PASO (Times) | 17,060 | 3,240 | 426.5 |
| ★ ERIE (Dispatch) | 16,130 | 4,000 | 307.3 |
| ★ FORT WAYNE (Journal-Gazette) | 16,790 | 4,660 | 260.3 |
| ★ GREENVILLE, S. C. (News) | 8,950 | 2,160 | 314.4 |
| ★ HARRISBURG (Patriot-News) | 15,590 | 4,170 | 273.9 |
| ★ HARTFORD (Courant) | 32,450 | 9,000 | 260.6 |
| ★ INDIANAPOLIS (Times) | 56,970 | 15,640 | 264.3 |
| ★ LITTLE ROCK (Arkansas Gazette) | 14,510 | 3,400 | 326.8 |
| ★ LONG BEACH, CALIF. (Press-Telegram) | 30,630 | 7,110 | 330.8 |
| ★ MACON (Telegraph & News) | 7,920 | 2,090 | 278.9 |
| ★ MADISON (Wisconsin State-Journal) | 11,220 | 3,670 | 205.7 |
| ★ NEWARK (Star-Ledger) | 58,170 | 20,680 | 181.3 |
| ★ NEW BEDFORD (Standard-Times) | 9,040 | 3,380 | 167.5 |
| ★ NORFOLK (Virginian-Pilot) | 23,620 | 5,270 | 348.2 |
| ★ OAKLAND (Tribune) | 52,290 | 15,000 | 248.6 |
| ★ PEORIA (Journal-Star) | 15,860 | 5,070 | 212.8 |
| ★ PORTLAND, MAINE (Telegram) | 9,640 | 3,810 | 153.0 |
| ★ QUEENS, N. Y. (Long Island Press) | 125,200 | 36,010 | 247.7 |
| ★ ROANOKE, VA. (Times) | 12,690 | 3,000 | 323.0 |
| ★ ST. LOUIS (Post-Dispatch) | 94,190 | 29,340 | 426.6 |
| ★ SAN DIEGO (Union) | 41,760 | 7,930 | 221.0 |
| ★ SCRANTON (Scrantonian) | 12,330 | 4,690 | 264.9 |
| ★ SYRACUSE (Herald-American) | 26,420 | 8,790 | 162.9 |
| ★ WASHINGTON (Post) | 121,860 | 33,400 | 200.6 |
| ★ WICHITA (Eagle) | 25,610 | 4,410 | 480.7 |
| ★ YOUNGSTOWN (Vindicator) | 21,200 | 6,620 | 220.2 |

★ Exclusive PARADE markets—served by no other syndicated Sunday magazine.

Total PARADE market retail sales \$1,806,630,000

Parade is the Sunday magazine section of the 36 newspapers in 36 major markets listed above. Parade reaches more than half of all families in these cities and at least one in five in 1,600 outlying areas. Repeated surveys show Parade is America's best read magazine . . . and gives advertisers twice as many readers per dollar as any of the big three weekday magazines.

Parade, the Sunday Picture
Magazine with 13,000,000
constant readers

parade



One of New England's Best

And in 1953, it's going to be better than ever before. Month after month—year after year, the greater Middletown market (Middlesex County) has grown and grown.

This is what we mean when we say

"You always get more in Middletown."

Connecticut has always been one of the very top states in sales activity and in 1952 showed its importance again with an 11% gain in retail sales—but—here's the "more"—Middletown's retail sales were up 23%.

This great market is thoroughly covered only by the Middletown Press. No other newspaper or combination of non-local papers comes anywhere near the coverage offered by the Press.

**You Always Get More
in Middletown.**

* See Survey of Buying Power 5/10/53 issue.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

U.S. NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

BIDDEFORD-SACO

Your Best Buy In Maine

The high wages of Maine's leading industrial county*, \$5,586 per family, are the real reason why this market grows bigger in sales volume each year. With \$50,270,000 to spend, it's no wonder advertising in the Journal brings big returns. 95% of all the homes in Biddeford-Saco read the Journal every day.

* More "Value Added By Manufacture" than any other Maine county. 1952 Survey of Buying Power.

**THE BIDDEFORD
JOURNAL**

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES (S.M. Forecast for April, 1953)

| City | City | City | |
|-------|-------|--------|-----------|
| Index | Index | Nat'l. | \$ |
| 1953 | 1953 | Index | (Million) |
| vs. | vs. | vs. | April |
| 1939 | 1952 | 1952 | 1953 |

Arizona

| | | | | |
|-----------|-------|-------|-------|-------|
| ★ Phoenix | 619.1 | 112.5 | 107.1 | 24.58 |
| ★ Tucson | 634.2 | 119.4 | 113.7 | 12.43 |

Arkansas

| | | | | |
|---------------|-------|-------|-------|-------|
| Fort Smith | 424.4 | 104.7 | 99.7 | 5.56 |
| ★ Little Rock | 426.8 | 106.5 | 101.4 | 14.51 |

California

| | | | | |
|------------------|-------|-------|-------|--------|
| Bakersfield | 403.1 | 97.7 | 93.0 | 11.65 |
| ★ Berkeley | 308.5 | 105.5 | 100.5 | 8.76 |
| Fresno | 478.3 | 98.4 | 93.7 | 21.14 |
| ★ Long Beach | 430.8 | 109.3 | 104.1 | 30.63 |
| ★ Los Angeles | 361.2 | 112.3 | 107.0 | 234.48 |
| Oakland | 348.6 | 101.3 | 96.5 | 52.29 |
| ★ Pasadena | 391.9 | 109.2 | 104.0 | 17.95 |
| ★ Riverside | 501.4 | 113.1 | 107.7 | 7.22 |
| Sacramento | 328.8 | 100.8 | 96.0 | 21.57 |
| ★ San Bernardino | 475.0 | 117.4 | 111.8 | 10.64 |
| ★ San Diego | 526.6 | 111.9 | 106.6 | 41.76 |
| San Francisco | 317.3 | 102.9 | 98.0 | 100.92 |
| San Jose | 384.6 | 102.4 | 97.5 | 14.73 |
| ★ Santa Barbara | 343.0 | 107.7 | 102.6 | 6.62 |
| Stockton | 402.3 | 102.6 | 97.7 | 12.39 |
| Ventura | 407.7 | 97.7 | 93.0 | 3.71 |

Colorado

| | | | | |
|------------------|-------|-------|------|-------|
| Colorado Springs | 355.7 | 98.7 | 94.0 | 6.19 |
| Denver | 354.7 | 101.3 | 96.5 | 52.35 |
| Pueblo | 350.8 | 101.3 | 96.5 | 6.63 |

Connecticut

| | | | | |
|--------------|-------|-------|-------|-------|
| ★ Bridgeport | 367.9 | 110.9 | 105.6 | 22.44 |
| ★ Hartford | 360.6 | 111.1 | 105.8 | 32.45 |
| Middletown | 263.6 | 104.0 | 99.0 | 2.61 |
| New Haven | 264.6 | 102.8 | 97.9 | 19.16 |
| ★ Stamford | 413.3 | 109.1 | 103.9 | 9.34 |
| ★ Waterbury | 309.7 | 106.1 | 101.0 | 11.18 |

Delaware

| | | | | |
|--------------|-------|-------|-------|-------|
| ★ Wilmington | 404.5 | 107.9 | 102.8 | 21.80 |
|--------------|-------|-------|-------|-------|

District of Columbia

| | | | | |
|------------|-------|------|------|--------|
| Washington | 364.9 | 98.2 | 93.5 | 121.86 |
|------------|-------|------|------|--------|

RETAIL SALES (S.M. Forecast for April, 1953)

| City | City | City | |
|-------|-------|--------|-----------|
| Index | Index | Nat'l. | \$ |
| 1953 | 1953 | Index | (Million) |
| vs. | vs. | vs. | April |
| 1939 | 1952 | 1952 | 1953 |

Florida

| | | | | |
|------------------|-------|-------|-------|-------|
| ★ Jacksonville | 428.0 | 107.7 | 102.6 | 26.28 |
| ★ Miami | 527.3 | 111.0 | 105.7 | 45.14 |
| ★ Orlando | 526.1 | 114.9 | 109.4 | 11.47 |
| ★ Pensacola | 424.3 | 115.4 | 109.9 | 5.94 |
| ★ St. Petersburg | 585.6 | 114.9 | 109.4 | 15.81 |
| ★ Tampa | 510.2 | 109.9 | 104.7 | 19.49 |

Georgia

| | | | | |
|------------|-------|-------|-------|-------|
| ★ Atlanta | 368.5 | 106.0 | 101.0 | 52.66 |
| ★ Augusta | 490.9 | 113.6 | 108.2 | 10.21 |
| ★ Columbus | 492.4 | 105.9 | 100.9 | 9.70 |
| Macan | 378.9 | 99.8 | 95.0 | 7.92 |
| ★ Savannah | 374.1 | 105.1 | 100.1 | 10.70 |

Hawaii

| | | | | |
|------------|-------|-------|-------|-------|
| ★ Honolulu | 379.5 | 107.1 | 102.0 | 25.20 |
|------------|-------|-------|-------|-------|

Idaho

| | | | | |
|-------|-------|-------|------|------|
| Boise | 327.3 | 100.1 | 95.3 | 5.99 |
|-------|-------|-------|------|------|

Illinois

| | | | | |
|------------------------------|-------|-------|-------|--------|
| ★ Bloomington | 342.1 | 109.3 | 104.1 | 5.61 |
| Champaign-Urbana | 388.8 | 102.9 | 98.0 | 8.01 |
| ★ Chicago | 327.9 | 105.1 | 100.1 | 411.87 |
| Danville | 340.4 | 102.6 | 97.7 | 5.31 |
| ★ Decatur | 338.3 | 106.5 | 101.4 | 9.00 |
| East St. Louis | 379.5 | 96.7 | 92.1 | 8.35 |
| Moline-Rock Island-E. Moline | 355.5 | 100.7 | 95.9 | 11.02 |
| Peoria | 312.8 | 102.2 | 97.3 | 15.86 |
| Rockford | 394.2 | 104.7 | 99.7 | 14.35 |
| Springfield | 337.9 | 104.3 | 99.3 | 11.49 |

Indiana

| | | | | |
|--------------|-------|-------|-------|-------|
| ★ Evansville | 385.3 | 106.8 | 101.7 | 14.45 |
| ★ Fort Wayne | 360.3 | 108.3 | 103.1 | 16.79 |
| Gary | 408.9 | 104.3 | 99.3 | 14.68 |
| Indianapolis | 364.3 | 103.6 | 98.7 | 56.97 |
| Muncie | 327.7 | 102.7 | 97.8 | 6.39 |
| South Bend | 448.2 | 97.7 | 93.0 | 17.84 |
| Terre Haute | 299.6 | 98.3 | 93.6 | 8.36 |

Iowa

| | | | | |
|--------------|-------|-------|------|-------|
| Cedar Rapids | 320.4 | 104.7 | 99.7 | 8.78 |
| Davenport | 322.2 | 103.7 | 98.8 | 9.15 |
| Des Moines | 319.2 | 102.7 | 97.8 | 21.77 |
| Sioux City | 282.2 | 94.9 | 90.4 | 9.20 |
| Waterloo | 310.2 | 99.9 | 95.1 | 7.32 |

Kansas

| | | | | |
|-------------|-------|-------|-------|-------|
| Hutchinson | 348.5 | 104.4 | 99.4 | 4.67 |
| Kansas City | 359.5 | 103.2 | 98.3 | 10.46 |
| ★ Topeka | 333.2 | 107.2 | 102.1 | 8.73 |
| ★ Wichita | 580.7 | 115.4 | 109.9 | 25.61 |

Kentucky

| | | | | |
|------------|-------|-------|-------|-------|
| Lexington | 304.7 | 100.4 | 95.6 | 8.35 |
| Louisville | 384.7 | 104.4 | 99.4 | 41.78 |
| ★ Paducah | 567.8 | 138.6 | 132.0 | 6.87 |

Louisiana

| | | | | |
|---------------|-------|-------|-------|-------|
| ★ Baton Rouge | 500.9 | 109.7 | 104.5 | 11.57 |
| ★ New Orleans | 403.6 | 106.5 | 101.4 | 52.59 |
| ★ Shreveport | 429.5 | 112.4 | 107.0 | 16.75 |

Maine

| | | | | |
|-----------------|-------|-------|-------|------|
| Bangor | 279.2 | 104.7 | 99.7 | 4.69 |
| Lewiston-Auburn | 263.0 | 103.9 | 99.0 | 5.55 |
| ★ Portland | 253.0 | 110.7 | 105.4 | 9.64 |

SALES MANAGEMENT

Again This Year



ADVERTISERS AND AGENCIES CAN SEE A CLEAR PICTURE OF WHAT MRS. PORTLAND MAINE DOES WITH HER SHOPPING DOLLARS

This extensive report lists consumer preferences of hundreds of food products, beverages, drug products, and home appliances . . . in the most important market in Northern New England . . . Portland, Maine.

▼
This study is the
accepted and stand-
ardized analysis as
conducted by 17
newspapers across
the country.

Published as a service to advertisers and agencies by

Press Herald Evening Express
Sunday Telegram

Radio Station WGAN

Available in New York, Boston, Chicago and Philadelphia from

JULIUS MATHEWS SPECIAL AGENCY, INC.

General Electric Says So . . .

Recently Francis E. Fairman, Jr., Vice President of General Electric's Pittsfield headquarters, in his annual message said, "The General Electric Co. weekly payroll has reached the one million dollar mark; 1953 should be an excellent year."

The 1952 wage increase made an additional saving of \$1,936,113 through the company stock bonus plan—an increase of \$86,407 over 1951. It's another reason why the Pittsfield market is first in per family sales of all metropolitan markets in the State.

The Berkshire Eagle, covering 100% of the city homes and 70% of the entire county, is your best bet to sell in this high-income market of 134,200 people.

THE BERKSHIRE EAGLE PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

Looking for Dividends?

Then choose Salem for your sales campaign . . . average per family income in the Salem market is 18% above that of rich Essex County . . .

\$850 extra purchasing power per family

That adds up to a big \$35,615,000 sales potential for the 41,900 families living and shopping in Salem and the adjacent communities making up the Salem City Zone.

A single compact market and a single effective medium . . . The Salem Evening News. The only daily effectively reaching the families making up the entire Salem City Zone.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES (S.M. Forecast for April, 1953)

| | City Index 1953 vs. 1939 | City Index 1952 vs. 1951 | Nat'l. Index 1953 vs. 1952 | \$ (Million) April 1953 |
|----------------------|--------------------------------------|--------------------------------------|--|----------------------------------|
| Maryland | | | | |
| ★ Baltimore | 333.4 | 107.3 | 102.2 | 105.10 |
| Cumberland | 268.4 | 104.3 | 99.3 | 4.75 |
| Massachusetts | | | | |
| Boston | 239.2 | 100.2 | 95.4 | 97.25 |
| Fall River | 258.0 | 102.0 | 97.1 | 8.67 |
| Holyoke | 287.4 | 100.4 | 95.6 | 5.23 |
| Lawrence | 255.9 | 104.2 | 99.2 | 7.60 |
| Lowell | 336.3 | 100.9 | 96.1 | 8.61 |
| Lynn | 266.3 | 100.5 | 95.7 | 9.16 |
| New Bedford | 267.5 | 102.5 | 97.6 | 9.04 |
| ★ Pittsfield | 274.1 | 106.7 | 101.6 | 5.51 |
| Salem | 295.1 | 99.2 | 94.5 | 4.81 |
| ★ Springfield | 269.2 | 106.1 | 101.0 | 18.71 |
| ★ Worcester | 333.7 | 114.0 | 108.6 | 25.66 |
| Michigan | | | | |
| ★ Battle Creek | 434.7 | 107.0 | 101.9 | 8.78 |
| Bay City | 408.9 | 104.3 | 99.3 | 7.36 |
| Detroit | 405.9 | 103.6 | 98.7 | 224.00 |
| ★ Flint | 360.8 | 109.5 | 104.3 | 21.47 |
| Grand Rapids | 369.3 | 103.4 | 98.5 | 24.74 |
| ★ Jackson | 382.8 | 113.5 | 108.1 | 8.88 |
| Kalamazoo | 376.3 | 103.5 | 98.6 | 11.25 |
| ★ Lansing | 497.4 | 122.9 | 117.0 | 19.20 |
| ★ Muskegon | 385.6 | 108.3 | 103.1 | 7.52 |
| ★ Pontiac | 382.6 | 111.3 | 106.0 | 9.87 |
| ★ Royal Oak | | | | |
| Ferndale | 545.6 | 111.9 | 106.6 | 9.82 |
| Saginaw | 369.1 | 103.0 | 99.0 | 11.00 |
| Minnesota | | | | |
| Duluth | 246.9 | 96.6 | 92.0 | 9.85 |
| Minneapolis | 295.1 | 103.3 | 98.4 | 65.92 |
| St. Paul | 252.1 | 101.4 | 96.6 | 35.07 |
| Mississippi | | | | |
| ★ Jackson | 482.9 | 106.4 | 101.3 | 10.43 |
| Missouri | | | | |
| ★ Kansas City | 378.0 | 105.6 | 100.6 | 70.50 |
| St. Joseph | 273.8 | 96.1 | 91.5 | 6.57 |
| St. Louis | 321.0 | 104.5 | 99.5 | 94.19 |
| Springfield | 371.3 | 98.2 | 93.5 | 8.02 |
| Montana | | | | |
| ★ Billings | 423.4 | 107.0 | 101.9 | 6.52 |
| Butte | 219.2 | 97.7 | 93.0 | 4.56 |
| Great Falls | 330.8 | 103.0 | 98.1 | 5.59 |

Sell this fast growing
North Carolina City . . .

RALEIGH, North Carolina



• Metropolitan Pop. 136,450
(U.S. Census 1950)

PLUS the 33 County

"Golden Belt of the South"

• One newspaper coverage—
One low cost

The Raleigh News and Observer MORNING & SUNDAY Raleigh, North Carolina

The ONLY Morning-and-Sunday Newspaper published in the 33 county Golden Belt.

115,194 Morning—121,885 Sunday

(Publisher's Statement to ABC 9/30/52)

Rep: The Branham Company

No Rose-Colored Glasses In Little Falls

The fact is that 1953 looks terrific to us. All surveys and market studies point to Little Falls as a top spot for sales results in 1953.

Income is up.

Sales are up.

Circulation is up.

A schedule in the Times reaching 75% of the entire market area of 30,000 people offers low-cost coverage and bigger profits in 1953.

Little Falls Times Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

RETAIL SALES
(S.M. Forecast for April, 1953)

| | City Index | City Index | City Index | City Index | \$ (Million) |
|--|---------------|---------------|---------------|---------------|-----------------|
| | 1953 | 1953 | 1953 | 1953 | April |
| | vs. | vs. | vs. | vs. | 1953 |
| | 1939 | 1952 | 1952 | 1952 | |

Nebraska

| | | | | |
|-----------|-------|-------|-------|-------|
| ★ Lincoln | 344.8 | 106.1 | 101.0 | 11.17 |
| Omaha | 342.9 | 99.4 | 94.7 | 30.00 |

Nevada

| | | | | |
|--------|-------|-------|-------|------|
| ★ Reno | 358.9 | 107.0 | 101.9 | 6.82 |
|--------|-------|-------|-------|------|

New Hampshire

| | | | | |
|------------|-------|-------|------|------|
| Manchester | 309.0 | 104.9 | 99.9 | 8.62 |
| Nashua | 273.3 | 100.9 | 96.1 | 3.28 |

New Jersey

| | | | | |
|-------------------|-------|-------|-------|-------|
| Atlantic City | 287.3 | 102.1 | 97.2 | 10.63 |
| ★ Camden | 351.3 | 107.7 | 102.6 | 14.37 |
| Elizabeth | 324.4 | 101.6 | 96.8 | 12.10 |
| ★ Jersey City | | | | |
| Hoboken | 259.2 | 107.1 | 102.0 | 24.91 |
| ★ Newark | 281.3 | 105.8 | 100.8 | 58.17 |
| ★ Passaic-Clifton | 380.6 | 106.8 | 101.7 | 14.73 |
| Paterson | 287.6 | 100.8 | 96.0 | 16.42 |
| Trenton | 305.5 | 104.1 | 99.1 | 16.56 |

New Mexico

| | | | | |
|---------------|-------|-------|-------|-------|
| ★ Albuquerque | 817.1 | 115.5 | 110.0 | 15.77 |
|---------------|-------|-------|-------|-------|

New York

| | | | | |
|---------------|-------|-------|-------|--------|
| ★ Albany | 340.1 | 111.4 | 106.1 | 21.39 |
| ★ Binghamton | 295.7 | 107.4 | 102.3 | 10.41 |
| ★ Buffalo | 327.7 | 105.8 | 100.8 | 67.99 |
| ★ Elmira | 365.9 | 112.6 | 107.2 | 8.16 |
| ★ Hempstead | | | | |
| Township | 708.8 | 115.9 | 110.4 | 69.53 |
| Jamestown | 317.8 | 99.4 | 94.7 | 5.53 |
| ★ New York | 297.4 | 107.1 | 102.0 | 787.42 |
| Niagara Falls | 324.1 | 97.7 | 93.0 | 9.53 |
| ★ Rochester | 289.4 | 108.3 | 103.1 | 40.81 |
| Rome | 433.3 | 102.9 | 98.0 | 4.29 |
| Schenectady | 311.1 | 100.0 | 95.2 | 11.54 |
| ★ Syracuse | 300.6 | 106.1 | 101.0 | 26.42 |
| ★ Troy | 323.0 | 105.8 | 100.8 | 9.14 |
| Utica | 316.8 | 102.4 | 97.5 | 11.88 |

North Carolina

| | | | | |
|-----------------|-------|-------|-------|-------|
| Asheville | 357.5 | 102.7 | 97.8 | 7.65 |
| Charlotte | 474.7 | 102.8 | 97.9 | 18.75 |
| ★ Durham | 385.4 | 113.7 | 108.3 | 7.94 |
| ★ Greensboro | 613.4 | 108.2 | 103.1 | 14.17 |
| ★ Raleigh | 460.2 | 109.5 | 104.3 | 9.71 |
| Salisbury | 356.6 | 100.8 | 96.0 | 2.96 |
| Wilmington | 360.7 | 104.6 | 99.6 | 4.40 |
| ★ Winston-Salem | 371.1 | 107.7 | 102.6 | 8.98 |

North Dakota

| | | | | |
|-------|-------|------|------|------|
| Fargo | 319.5 | 97.7 | 93.0 | 5.40 |
|-------|-------|------|------|------|

Ohio

| | | | | |
|--------------|-------|-------|-------|--------|
| Akron | 401.4 | 103.5 | 98.6 | 36.13 |
| Canton | 335.6 | 101.1 | 96.3 | 14.60 |
| ★ Cincinnati | 334.2 | 106.4 | 101.3 | 63.84 |
| Cleveland | 352.0 | 103.6 | 98.7 | 122.71 |
| ★ Columbus | 321.9 | 107.7 | 102.6 | 42.49 |
| Dayton | 366.6 | 104.3 | 99.3 | 32.37 |
| ★ Mansfield | 366.9 | 108.4 | 103.2 | 6.53 |
| Springfield | 343.1 | 103.1 | 98.2 | 8.75 |
| ★ Toledo | 369.1 | 107.1 | 102.0 | 40.27 |
| Warren | 410.6 | 101.6 | 96.8 | 7.39 |
| Youngstown | 320.2 | 100.2 | 95.4 | 21.20 |

Oklahoma

| | | | | |
|----------------|-------|-------|-------|-------|
| ★ Bartlesville | 392.6 | 108.1 | 103.0 | 2.67 |
| Muskogee | 305.6 | 100.8 | 96.0 | 3.27 |
| Oklahoma City | 355.7 | 103.8 | 98.9 | 27.07 |
| ★ Tulsa | 435.2 | 106.2 | 101.1 | 24.46 |

APRIL 1, 1953



YOUR BEST BUY FOR APRIL

Retail sales in Passaic-Clifton will total more than \$14,730,000 this month... 6.8% greater than April of last year, according to Sales Management forecasts. For the fifth consecutive month, Passaic-Clifton is ranked as a "preferred" Highspot City.

Passaic-Clifton, consistently better than its neighboring markets, and The Herald-News, with the largest circulation of all Bergen and Passaic County newspapers, offer national advertisers North Jersey's best buy for April.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528



We publish a newspaper that sells
a market of 1 1/2 million people
with 2 billion dollars to spend

our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa

Omaha World-Herald

250,266 daily... 259,710 Sunday

Average paid circulation for February, 1953

O'MARA & ORMSBEE, National Representatives

Home delivered
in 1141 towns



**Sell The Mirror
Readers in ...
ALTOONA
"TEST TOWN"
Pennsylvania**

... and you've sold this entire thriving market with a yearly retail sales volume exceeding \$130,000,000.

Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

**Altoona
Mirror.**



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!



The Bethlehem Globe-Times

Rolland L. Adams, President
De Lisser, Inc., national representatives

**High
Spot
Cities**

**RETAIL SALES
(S.M. Forecast for April, 1953)**

| | City Index 1953 vs. 1939 | City Index 1953 vs. 1952 | City Nat'l. Index 1953 vs. 1952 | \$ (Million) April 1953 |
|--|--------------------------------------|--------------------------------------|--|----------------------------------|
|--|--------------------------------------|--------------------------------------|--|----------------------------------|

Oregon

| | | | | |
|----------|-------|-------|-------|-------|
| Eugene | 500.7 | 102.1 | 97.2 | 7.51 |
| Portland | 359.3 | 104.7 | 99.7 | 54.68 |
| ★ Salem | 404.2 | 111.8 | 106.5 | 6.79 |

Pennsylvania

| | | | | |
|--------------|-------|-------|-------|--------|
| Allentown | 322.6 | 102.5 | 97.6 | 13.00 |
| Altoona | 264.5 | 102.2 | 97.3 | 7.01 |
| Bethlehem | 427.2 | 97.4 | 92.8 | 7.69 |
| ★ Chester | 372.9 | 110.6 | 105.3 | 8.13 |
| Erie | 403.3 | 103.7 | 98.8 | 16.13 |
| ★ Harrisburg | 373.9 | 105.6 | 100.6 | 15.59 |
| Johnstown | 262.8 | 96.5 | 91.9 | 7.83 |
| Lancaster | 266.6 | 103.5 | 98.6 | 7.89 |
| ★ Norristown | 329.3 | 108.8 | 103.6 | 4.61 |
| Oil City | 198.8 | 100.5 | 95.7 | 1.61 |
| Philadelphia | 316.4 | 103.5 | 98.6 | 201.09 |
| Pittsburgh | 348.0 | 102.2 | 97.3 | 103.67 |
| Reading | 286.1 | 100.8 | 96.0 | 12.99 |
| Scranton | 262.9 | 101.1 | 96.3 | 12.33 |
| Wilkes-Barre | 264.0 | 100.5 | 95.7 | 9.08 |
| ★ York | 288.3 | 112.4 | 107.0 | 7.15 |

Rhode Island

| | | | | |
|------------|-------|-------|------|-------|
| Providence | 284.4 | 104.3 | 99.3 | 31.08 |
| Woonsocket | 273.8 | 94.6 | 90.1 | 4.38 |

South Carolina

| | | | | |
|--------------|-------|-------|-------|-------|
| ★ Charleston | 400.0 | 111.3 | 106.0 | 9.64 |
| ★ Columbia | 465.5 | 112.8 | 107.4 | 12.80 |
| Greenville | 414.4 | 99.9 | 95.1 | 8.95 |
| Spartanburg | 514.3 | 100.5 | 95.7 | 7.92 |

South Dakota

| | | | | |
|-------------|-------|-------|------|------|
| Aberdeen | 455.7 | 102.8 | 97.9 | 3.60 |
| Sioux Falls | 322.3 | 97.6 | 93.0 | 6.22 |

Tennessee

| | | | | |
|---------------|-------|-------|-------|-------|
| ★ Chattanooga | 351.0 | 106.1 | 101.0 | 16.25 |
| Knoxville | 348.1 | 101.0 | 96.2 | 15.21 |
| Memphis | 373.3 | 99.9 | 95.1 | 41.92 |
| ★ Nashville | 376.2 | 105.1 | 100.1 | 25.09 |

Texas

| | | | | |
|------------------|-------|-------|-------|-------|
| Amarillo | 577.6 | 103.2 | 98.3 | 12.65 |
| ★ Austin | 433.1 | 106.3 | 101.2 | 14.38 |
| ★ Beaumont | 497.2 | 105.2 | 100.2 | 12.43 |
| ★ Corpus Christi | 626.1 | 115.4 | 109.9 | 16.53 |
| ★ Dallas | 487.2 | 108.7 | 103.5 | 69.87 |
| ★ El Paso | 526.5 | 113.0 | 107.6 | 17.06 |

**NORRISTOWN
Pa**

- MOST IMPORTANT SEGMENT OF THE GREATER PHILADELPHIA AREA!
- NEW HOMES—NEW INDUSTRIES — SCHOOLS AND STORES SCHEDULED FOR 1953!
- \$81,817,000 SPENDABLE INCOME* IN THE TRI-BORO NORRISTOWN AREA!
- BETTER THAN 100% HOME COVERAGE CAN BE YOURS IN THIS RICH AREA!

The Newspaper on the INSIDE Is the Only One That Will Really SELL for You!

Times Herald •
NORRISTOWN, Pa.

*BRDS Consumer Income Data

Represented Nationally By
The Julius Mathews Special Agency

**You're Right
In R.I. . . .**

When you "show case" your products in the Woonsocket Call... the crusading paper that gets active response from over 104,000 fast-spending people in the rich industrial Woonsocket area. NOW, reach and teach these prosperous prospects—boost your R. I. sales, through the area's one local daily, the...

**WOONSOCKET
CALL**

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
**COVERS RHODE ISLAND'S
PLUS MARKET**

SALES MANAGEMENT

**\$2 1/3 BILLION
IN RETAIL SALES**

605,290

RADIO HOMES

139,140

**RADIO FARM
HOMES**

1

**"Overall"
Medium
to sell
it all**

WKOW-CBS

MADISON, WIS.

Wisconsin's
most powerful radio station
Represented nationally by
HEADLEY-REED CO.

We publish two good newspapers
...they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



**The Courier-Journal
THE LOUISVILLE TIMES**

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

APRIL 1, 1953

RETAIL SALES
(S.M. Forecast for April, 1953)

| City | City | City | |
|-------|-------|-------|-----------|
| Index | Index | Index | \$ |
| 1953 | 1953 | 1953 | (Million) |
| vs. | vs. | vs. | April |
| 1939 | 1952 | 1952 | 1953 |

Texas (cont.)

| | | | | |
|-----------------|-------|-------|-------|-------|
| ★ Fort Worth | 547.1 | 108.4 | 103.2 | 42.18 |
| Galveston | 359.7 | 101.9 | 97.0 | 7.41 |
| ★ Houston | 494.7 | 110.7 | 105.4 | 79.59 |
| ★ Lubbock | 710.3 | 112.6 | 107.2 | 12.43 |
| San Antonio | 469.6 | 101.4 | 96.6 | 40.10 |
| ★ Waco | 488.8 | 105.2 | 100.2 | 10.02 |
| ★ Wichita Falls | 448.2 | 107.2 | 102.1 | 8.74 |

Utah

| | | | | |
|----------------|-------|-------|------|-------|
| Ogden | 382.1 | 101.9 | 97.0 | 6.19 |
| Salt Lake City | 343.2 | 104.3 | 99.3 | 21.59 |

Vermont

| | | | | |
|--------------|-------|-------|-------|------|
| ★ Burlington | 296.4 | 107.5 | 102.4 | 4.15 |
| Rutland | 259.4 | 103.8 | 98.9 | 2.49 |

Virginia

| | | | | |
|----------------|-------|-------|-------|-------|
| Lynchburg | 297.2 | 104.3 | 99.3 | 5.26 |
| ★ Newport News | 495.5 | 110.0 | 104.8 | 7.78 |
| ★ Norfolk | 448.2 | 109.9 | 104.7 | 23.62 |
| ★ Portsmouth | 528.5 | 114.0 | 108.6 | 7.24 |
| Richmond | 311.5 | 104.9 | 99.9 | 27.97 |
| Roanoke | 423.0 | 101.0 | 96.2 | 12.69 |

Washington

| | | | | |
|-----------|-------|-------|-------|-------|
| ★ Seattle | 351.0 | 105.1 | 100.1 | 60.68 |
| Spokane | 337.5 | 104.9 | 99.9 | 18.36 |
| Takoma | 335.0 | 103.7 | 98.8 | 15.31 |
| Yakima | 316.4 | 99.1 | 94.4 | 5.98 |

West Virginia

| | | | | |
|--------------|-------|-------|-------|-------|
| ★ Charleston | 357.6 | 106.1 | 101.0 | 12.98 |
| ★ Huntington | 359.5 | 106.8 | 101.7 | 9.31 |
| Wheeling | 300.4 | 96.2 | 91.6 | 7.93 |

Wisconsin

| | | | | |
|-------------|-------|-------|-------|-------|
| Appleton | 354.9 | 101.5 | 96.7 | 4.72 |
| Green Bay | 305.5 | 101.0 | 96.2 | 6.69 |
| ★ Madison | 305.7 | 105.2 | 100.2 | 11.22 |
| ★ Milwaukee | 337.1 | 106.0 | 101.0 | 80.57 |
| Racine | 379.4 | 103.4 | 98.5 | 8.46 |
| Sheboygan | 280.1 | 100.6 | 95.8 | 4.23 |
| Superior | 270.5 | 102.9 | 98.0 | 3.30 |

Wyoming

| | | | | |
|----------|-------|-------|-------|------|
| ★ Casper | 619.8 | 114.9 | 109.4 | 5.95 |
| Cheyenne | 426.3 | 103.9 | 99.0 | 4.86 |

Ask Anyone You Meet

Stop any person on the street and ask them to name the richest markets in the country. Newport, R. I. will be first or close to it.

Year 'round buying plus summer vacationists and the Naval personnel keep Newport in a class by itself. That's the reason Newport County and Newport City are the richest in the State.

You can sell this market through Newport County's only daily.

The Newport Daily News

Represented by The Julius Mathews' Special Agency, Inc.

KNOWING THE

TRUTH CAN

SAVE FACE

It isn't poor judgment but lack of facts that have ruined the sales chances of companies who tried to sell Salisbury-Rowan from the outside.

It's a tempting experiment that NEVER HAS AND NEVER SHALL PAY OFF. ONLY the POST covers, influences, sells Salisbury-Rowan.

THE SALISBURY POST
Salisbury, North Carolina

WARD-GRIFFITH COMPANY
Representatives

**ABC Says Paducah
City Zone 52,016!**

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

The Paducah Sun-Democrat

29,513 Paducah, Ky. R.O.P.
ABC Color

Burke, Kuipers & Mahoney

Coming Soon

In Sales Management:

"When the Dealer Says:
—But I Make More Money
on a Private Brand!"

All business is specialized



...and nothing specializes on *your* business like *your* business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business... and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how... with a single-minded concentration on *your* particular field. Read it regularly... cover to cover... editorial and ad pages... for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

.....
NEXT ISSUE you'll be reading about...

Quarter-Size Model Cracks Market For an Improved Machine Tool

Words alone couldn't sell this flexible and adjustable drill designed by Magna Engineering Corp. The tool was too heavy to cart around for demonstration. So came the midget. It's the reason orders are ahead of production.

in Sales Management
April 15

.....
One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS



High Spot Cities

RETAIL SALES
(S.M. Forecast for April, 1953)

| City | City | City | |
|-------|-------|--------|-----------|
| Index | Index | Nat'l. | \$ |
| 1953 | 1953 | 1953 | (Million) |
| vs. | vs. | vs. | April |
| 1941 | 1952 | 1952 | 1953 |

CANADA

345.5 107.0 100.0 984.30

Alberta

| | | | | |
|------------------|-------|-------|-------|-------|
| ★ Calgary | 551.7 | 123.1 | 115.0 | 23.67 |
| ★ Edmonton | 552.5 | 115.0 | 107.5 | 21.88 |

British Columbia

| | | | | |
|------------------|-------|-------|-------|-------|
| Vancouver | 461.1 | 105.7 | 98.8 | 55.43 |
| ★ Victoria | 424.7 | 107.2 | 100.2 | 12.91 |

Manitoba

| | | | | |
|----------------|-------|-------|------|-------|
| Winnipeg | 388.5 | 105.3 | 98.4 | 43.90 |
|----------------|-------|-------|------|-------|

New Brunswick

| | | | | |
|------------------|-------|-------|------|------|
| Saint John | 250.2 | 105.8 | 98.9 | 5.13 |
|------------------|-------|-------|------|------|

Nova Scotia

| | | | | |
|---------------|-------|------|------|-------|
| Halifax | 331.7 | 99.5 | 93.0 | 14.03 |
|---------------|-------|------|------|-------|

Ontario

| | | | | |
|-----------------|-------|-------|-------|--------|
| Hamilton | 338.6 | 100.0 | 93.5 | 24.38 |
| London | 306.3 | 99.8 | 93.3 | 10.14 |
| ★ Ottawa | 315.7 | 117.5 | 109.8 | 21.28 |
| ★ Toronto | 339.6 | 108.9 | 101.8 | 112.38 |
| Windsor | 298.4 | 105.7 | 98.8 | 13.25 |

Quebec

| | | | | |
|----------------|-------|-------|------|--------|
| Montreal | 330.7 | 105.3 | 98.4 | 107.94 |
| Quebec | 357.4 | 101.5 | 94.9 | 18.69 |

Saskatchewan

| | | | | |
|----------------|-------|-------|-------|-------|
| ★ Regina | 427.1 | 115.3 | 107.8 | 134.1 |
|----------------|-------|-------|-------|-------|

SALES MANAGEMENT

• Calgary is the birthplace of Alberta's great oil and natural gas development.



• Calgary is the financial oil capital of Canada with over 300 oil company headquarters.

CALGARY

CENTRE OF CANADA'S HUGE OIL DEVELOPMENT

The oil boom of the West is centered in Calgary, the financial oil capital of Canada. Approximately 300 oil companies have their Alberta headquarters in this thriving foothills city, and direct their field operations from there.

With a population of over 140,000, metropolitan Calgary is also the centre of a vast and diversified agricultural area. Surrounded by prosperous towns, ranches and farms, the city receives its income from many sources.

Calgary has 515 food stores; 223 automotive outlets—including service stations; 75 men's and boy's clothing stores; 98 women's apparel stores; 21 shoe stores; 91 hardware and building supply outlets; 72 furniture and appliance stores; 111 restaurants; 63 drug stores; 29 jewelry stores and 176 other retail outlets.

Calgary is an active distributing point in Western Canada, with 387 wholesale establishments.

Wholesale sales run over \$200,000,000 annually, and retail sales over \$155,000,000. Over 25,000 passenger cars are registered in the city—whose households number 39,181.

An abundance of low cost fuel, plus easy availability of many strategic raw materials has drawn industry to Calgary in many fields—refineries, meat packing and processing, flour mills, cement, lime and rock wool plants, chemical and fertilizing plants.

In this rich eager market, the Calgary Herald offers complete coverage. A virile, independent and active newspaper, the Herald is the one medium you can rely on to carry your merchandising story to Calgary and its retail trading area. With an A.B.C. city circulation of 40,369 and a total circulation of 56,621* it offers you 95.3% coverage of Greater Calgary.

To advertisers anxious to sell in Calgary and Southern Alberta, The Herald is a "must" in every schedule.

* Daily net paid average month of January, 1953.

For a copy of the folder entitled "The Calgary Herald Market" write to Conklin and Woodward, 22 East 40th Street, New York 16, N.Y., or any of their branches at Detroit, Chicago, Atlanta, Los Angeles and San Francisco.

THE CALGARY HERALD

One of the seven Southam Newspapers of Canada



THE SOUTHAM NEWSPAPERS

THE OTTAWA CITIZEN

• THE HAMILTON SPECTATOR •

THE WINNIPEG TRIBUNE

THE MEDICINE HAT NEWS

• THE CALGARY HERALD •

THE EDMONTON JOURNAL

• THE VANCOUVER PROVINCE

EXECUTIVE ASSISTANT

Unusual opportunity for young man, 30 to 38, college graduate, as assistant to top executive in large chemical processing company selling industrial and consumer products. Must be able to assist present organization in building profitable sales for present line and in developing markets for new products. Proven record in sales management and administration required. Rapid promotion for flexible, ambitious and forceful personality. Submit detailed resume in confidence including previous positions and compensation. Box 2954

GENERAL SALES MANAGER

Seeking new connection with broader possibilities. Primary interests have been in Industrial and Manufacturing Markets. Direct, jobbing and wholesale sales. Experienced in all phases of sales management; selection and training, market research, advertising and sales promotion, budget assignment and sales planning. Brochure furnished on request, Box No. 2953.

SALES MANAGER

Twenty-one years experience in sales and business management. Can initiate and execute effective promotional plans. Experienced in national and international distribution at all levels. Age 40; married. Available upon reasonable notice. Reply Box 2951.

MIDDLE ATLANTIC SALES BOOSTER

Aggressive and imaginative salesman with sound experience and excellent jobber contacts in jewelry, electrical, housewares and tobacco fields (Pa. thru Va.) seeks permanent connection with progressive firm desiring first class representation. Fully capable of organizing thorough sales coverage, conducting hard hitting sales meetings and executing factory promotions. Box 2955.

WANTED FOR DISTRIBUTION & PROMOTION
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The Scratch Pad

BY T. HARRY THOMPSON

April is far enough away from Christmas to mention Bill Borg's good-humored gripe against the English ditty, "I Saw Mommy Kissing Santa Claus." In extenuation, he thinks the kid should have been in bed and not spying.

Incidentally, I now recall that Rudolph Bruce said his Christmas card was "vying with the Scratch-Pad" and vy not? One item will give you the idea: "Labor will go daft over Taft? Hartley!"

Overheard in the barber-shop: "It's easy to tell the rich Texans from the poor Texans. The poor wash their own Cadillacs."

A local headline-writer made doubly sure by calling it a "secret conclave."

I like the trigger mind of Steve Allen, panelist on "What's My Line?" In his "one free guess" on what the line of a South Carolina woman with a Polish name might be, he said: "I think she's a South Pole."

The Hyphen-Haters: "Imagine! A one egg cake that's light, tender, rich and moist!"—*Softsilk Cake Flour*.

April Fool's Day ought to have special significance since it inaugurates National Laugh Week. No fooling!

STRIKING BRICKLAYER: A fellow who's ready to throw in the trowel.

Theme-song for the Bok Tower, featured in a recent issue of *Holiday*: "My Chime Is Your Chime."

If I were a designer of brumma-gems, I think I'd experiment with Universal Precisioneer Steel Balls . . . silver-bright and, unlike nacreous beads, unbreakable.

Earl Wilson defines a husband as a man who, if you give him enough rope, will be tied up at the office.

A few thoughts from *Pause* (Pittsburgh): America was in better condition when there were more whittlers and fewer chiselers . . . It isn't hard for a gossip to make a mountain out of a molehill. It merely requires the adding of a little dirt . . . There was a time when our bankbook was our favorite book, but now even that lacks interest . . . A bachelor is a man who would rather cook his own goose.

I find super-markets fun until I try to get out of one.

Editors of slicks tell literary agents: "No trick endings" for short-stories. O. Henry would starve in today's market.

Columnar Graft Dep't.: Thanks to Kasco V-P Ernest Kieser for the playing-cards; to Don Raihle for the combination cigarette-lighter and rubber name-stamp; to George Kinter, publisher of Pittsburgh's *Advertising Highlights*, for the generous supply of scratch-pads reading: "From the Scratch-Pad of (me)."

BORE: One whose shortcomings are his long stayings. — *The Country Drummer*.

An Italian immigrant, who began peddling fruit from a pushcart and who established a large business, left an estate of close to a million dollars. While others were singing: "Yes, We Have No Bananas," he was busy selling them, it says here.

I can't nail down the author of this definition of a "stalemate" . . . "A husband who keeps telling the same jokes."

Guesting for Cedric Adams in *The Minneapolis Star*, Reader Don Raihle said: "Try getting into your old army uniform and you will explode the myth that old soldiers just fade away."

Probably recalling that *Time* once referred to certain girls as "callipygian" without raising an eyebrow, Chicago's R. M. Prendergast wishes to enter the popliteal-jingle derby with this erudite doggerel:

We'll purchase jewels,
Although it's taxin' us,
For girls with well-formed
Glutei maximus.

Nice tribute to labor-management relations by an employee of Crown-Zellerbach Corp., paper-makers of Washington State: "If you stay with this company five years, you're hooked. You like it so well, you decide you might as well make it your lifetime job . . . and most of us do."—*Quoted in Life Magazine*.

Who's Whom Dept: "If we don't, we shall be at the mercy of whomever—in government or elsewhere—can command the unpaid channels of communication."—*Fairfax Cone, addressing the Eastern Industrial Advertisers*.

Orville Reed imagines a rooster saying: "I get awfully tired of chicken all the time."

It will be interesting to see what, if anything, happens to the budget for Pentagonia, above and beyond the call of booty.

Away back there, Fibber McGee put his finger on the crux of the class-struggle when he said: "Sure, I hate him, because he's rich and I'm poor!"

"Ike won the ayes of Texas," puns the normally Democratic *Dallas Morning News*.

"Short Takes" spotted this blooper in a North Dakota paper: "Leon weighed nine pounds, 11 ouches."

In deference to Elizabeth II, how about a "queen-size" cigarette?



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To get a woman's preference for your brand, your advertising is most effective when it sells her before she reaches the store, when it is fitted into the pattern of her life, and when it has enough power to overcome the competitive appeals of other brands.

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More than any other medium, the newspaper has the penetration and impact and the active reader interest and response that enable you to turn to your advantage today's selling conditions at the retail level. More than any other, it can help you get dealers to stock and push your

line because it delivers what dealers want—quick sales in continuing volume.

In the big Chicago market the best way to get women to buy your brand is to advertise it in the Chicago Tribune. With hundreds of thousands more circulation than any other Chicago newspaper, the Tribune can best help you get sales and build a consumer franchise that pays off in a strong market position for your brand.

A Tribune representative will be pleased to work out with you a consumer-franchise plan such as other advertisers in your field are using with success. He can show you how it can increase your sales, strengthen your operations and get greater returns from your advertising expenditure. Ask him to call.

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